Pacific Region: Fisheries Program Strategic Plan

2004-2008











United States Department of the Interior

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A MESSAGE FROM THE REGIONAL DIRECTOR

For the past year, the Fisheries Program, within the Pacific Region, has dedicated its staff to carrying forward the *Fisheries Program "Vision for the Future"* (*Fisheries Vision*) that started with the leadership from the Sportfishing and Boating Partnership Council and its Fisheries Steering Committee. This effort has culminated in the development of our "*Pacific Region: Fisheries Program Strategic Plan*".

I want to share my appreciation to all who contributed to the development of this *Strategic Plan*. It contains a vast array of objectives and tasks, all of which are critical to the Service's effectiveness in helping fisheries populations achieve and maintain self-sustainable levels and contribute to public enjoyment. Our *Strategic Plan* challenges us all to do more, be more effective, and document our successes at protecting and conserving fisheries resources.

The *Fisheries Vision* was built on a partnership with the Sportfishing and Boating Partnership Council and its Fisheries Steering Committee. Similarly, our *Strategic Plan* was built in partnership with employees within the Region, and people and organizations, across the Pacific Region, who contributed their valuable time, expertise, and perspectives. Continued communication, cooperation, and collaborative partnerships are critical to the successful implementation of our Regional Plan and fulfillment of the Fisheries Program resource responsibilities and obligations.

I look forward to the Fisheries Program building on the partnerships that are inherent in our Regional Plan and envisioned in the *Fisheries Vision*. On our own, the Service does not have the funds and staffing to meet the complex management problems we face with the declining abundance of fish populations and quality of habitats they depend upon. But, through more and stronger partnerships, the Service will be successful in meeting these challenges.

Dave Allen

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Executive Summary

In 2002, the Service and the Sport Fishing and Boating Partnership Council's Fisheries Steering Committee worked together to develop a plan for the Fisheries Program titled, *Conserving America's Fisheries, U.S. Fish and Wildlife Service Fisheries Program Vision for the Future* (*Fisheries Vision*). The *Fisheries Vision* provided national level goals, objectives, and action items and identified the need for the seven regions of the Service to develop regional step-down plans. In January, the Pacific Region initiated its regional step-down planning effort which resulted in this document, the *Fisheries Program Strategic Plan* (*Strategic Plan*). This *Strategic Plan* was developed with the help of Tribes, states, partners (internal and external), and other stakeholders.

The *Strategic Plan* describes how the Pacific Region will address problems and needs in the seven focus areas described in the *Fisheries Vision*. Three of the *Fisheries Vision* focus areas have two or three sub-focus areas so this *Strategic Plan* addresses a total of eleven priority areas. Each priority area is introduced with a background statement followed by national goals and objectives and the regional goals, objectives, and tasks which will direct the efforts of the Fisheries Program beginning in 2004 through 2008.

Focus Area: Partnership and Accountability

- Our regional PARTNERSHIP goal is to maintain communication with stakeholders and establish meaningful partnerships for the purpose of accomplishing all of our goals.
- We hope to improve ACCOUNTABILITY by establishing and implementing a better system for measuring and reporting progress.

Focus Area: Aquatic Species Conservation and Management

- NATIVE SPECIES will be protected and enhanced while maximizing species diversity and recreational opportunities, and meeting tribal needs.
- We plan to minimize introductions of AQUATIC NUISANCE SPECIES while attempting to contain, reduce and eliminate them.
- We will support, facilitate or lead collaborative approaches managing INTERJURISDICTIONAL FISHERIES while conserving and restoring fish populations.

Focus Area: Public Use

- Our RECREATIONAL FISHING goal is to promote quality fishing.
- The MITIGATION FISHERIES goal is to identify, meet, and obtain full funding for mitigation.

Focus Area: Cooperation with Native American Tribes

 We will assist NATIVE AMERICAN TRIBES in their endeavors to manage, protect, and conserve their trust resources.

Focus Area: Leadership in Science and Technology

• LEADERSHIP IN SCIENCE AND TECHNOLOGY will be provided by using state-of-theart and scientifically sound research studies and management techniques.

Focus Area: Aquatic Habitat Conservation and Management

 Protection, conservation, and restoration of AQUATIC HABITAT will be accomplished by collaborating with internal and external partners with land management or regulatory authority.

Focus Area: Workforce Management

 Our WORKFORCE MANAGEMENT goal is to develop a diverse, effective, and motivated workforce.

The *Strategic Plan* will be implemented at regional and field office levels. Many objectives and tasks can be addressed with existing resources and authority; others cannot be accomplished without additional funding, staff, training, authority, or cooperation with partners. Individual Fisheries Program offices will assess their expertise, priorities, and resources to determine which of the objectives and tasks they can accomplish and implement. Each office will emphasize the overall direction and spirit of the Fisheries Program while seeking additional resources and cooperation with partners to expand their capabilities.

Compliance with *Strategic Plan* objectives will be evaluated in cooperation with Tribes, states, partners, and other stakeholders in 2005 and 2007. This process will assist the Fisheries Program in meeting goals and objectives and identifying necessary revisions to the *Strategic Plan*.

Introduction

The Fisheries Program of the U.S. Fish and Wildlife Service (Service) has played a vital role in conserving and managing fish and other aquatic resources since 1871. Today, the Fisheries Program is an important partner with states, Native American Tribes (Tribes), other governments, other Service programs, private organizations, public institutions, and interested citizens in a larger effort to conserve these important resources. In 2002, the Service, working with its many partners in aquatic conservation through the Sport Fishing and Boating Partnership Council's Fisheries Steering Committee, completed its document: "Conserving America's Fisheries, U.S. Fish and Wildlife Service Fisheries Program Vision for the Future" (*Fisheries Vision*). The *Fisheries Vision* included goals, objectives, and action items on a national programmatic scale.

The *Fisheries Vision* identified the need for the seven regions of the Service to develop five-year step-down plans with specific activities which will contribute to the *Fisheries Vision*. The Pacific Region of the Service therefore developed this five year *Fisheries Program Strategic Plan* (*Strategic Plan*). This document is the Pacific Region's step-down plan; that is, it describes how the region will implement the goals and objectives identified in the *Fisheries Vision* and provides guidance for what the Service and our stakeholders feel are important roles for the Pacific Region Fisheries Program for the next five years.

The Fisheries Program recognizes that many responsibilities for managing and conserving fish and other aquatic resources are shared, and success is often contingent upon the combined knowledge, resources and commitment of each party. As a result, the Pacific Region views this *Strategic Plan* as an understanding between the Fisheries Program and its stakeholders of the priority direction of the Fisheries Program for the years 2004 through 2008.

Vision

The vision of the Service and its Fisheries Program is to work with Tribes, states, partners, and other stakeholders to restore and maintain fish and other aquatic resources at self-sustaining levels and support federal mitigation programs for the benefit of all the American public. To achieve that vision, the Fisheries Program is committed to working with our partners to:

- Protect the health of aquatic habitats.
- Recover and restore fish and other aquatic resources.
- Provide opportunities to enjoy the many benefits of healthy aquatic resources.

Status of the Pacific Region's Fisheries Resources

The West Coast of the United States possesses rich and diverse natural resources. Unique among these are the Pacific salmon and steelhead. Salmon and steelhead are more than an icon of the Pacific Region, they are a national treasure and are in serious decline. Western rivers were once among the most productive fish producers in the world. The Columbia River alone had runs of five species of Pacific salmon, steelhead and other anadromous fish totaling as many as 10 to 16 million fish that supported both tribal and large commercial fisheries.

Unfortunately, human pressures on our valuable fishery resources are becoming extreme. The genetic diversity and geographic distribution of these fish are shrinking markedly. The Pacific Region has reached a point where many migratory fish species (e.g., Chinook, coho, chum, steelhead, sturgeon, sea-run coastal cutthroat, lamprey) as well as resident fish stocks (e,g., Lahontan cutthroat, bull trout, westslope cutthroat, white sturgeon, lamprey, burbot, chub, pupfish, suckers, dace) are either listed or being considered for listing under the Endangered Species Act. These listings are increasingly straining the economic, social, and cultural fabric of the Pacific Region. The impact of some of these declining fish species are national and international in scope and complexity with legal implications to federal responsibilities under both international and tribal treaties. The causes of these declines are often complex and reflect the health of the Pacific Ocean, inland waters, and watersheds.

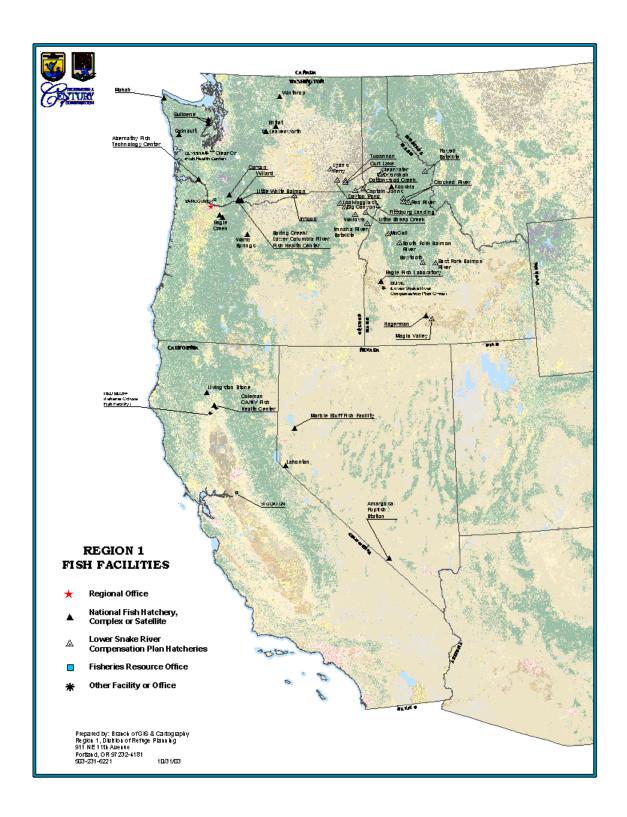
The Pacific Region Fisheries Program

Federal responsibilities for conservation of the nation's diverse and valuable fishery resources date from 1871 when Congress established the position of Commissioner of Fish and Fisheries in response to concern about the decline in natural food fish supplies. The U.S. Fish and Wildlife Service (Service) has a proud history of leading federal fishery conservation efforts along the West Coast for over 100 years - since the first federal salmon hatcheries were established. Throughout this century-plus, the Service has taken a holistic approach to fishery conservation, focusing on a broad array of scientific fishery management and conservation efforts.

Regional Fisheries Program offices are administered by the Assistant Regional Director (ARD) Fisheries in Portland, Oregon and California and Nevada Office (CNO) in Sacramento, California. The Fisheries Program provides a network of 34 field stations and scientific expertise that is unique to federal fishery restoration capabilities. Field stations are located in the States of Washington, Oregon, Idaho, California, and Nevada (see Figure 1). The roles and responsibilities of each are discussed below.

<u>National Fish Hatcheries:</u> Nineteen National Fish Hatcheries (NFH) produce more than 60 million fish annually. These NFHs, along with other Fishery Program offices, are important components of an integrated approach to the management and restoration of aquatic species and their environments. Most NFHs are operated to mitigate for adverse impacts from

FIGURE 1. A map showing the location of Fisheries Program offices in the Pacific Region of the U.S. Fish and Wildlife Service.



federal water development projects, and as such have an important role in supporting recreational, commercial, and international fisheries, and meeting tribal trust responsibilities. However, with the decline and endangerment of many native species, Pacific Region NFHs now play an increasing role in supporting the recovery of species listed under the Endangered Species Act. Salmon and steelhead remain the focus of most NFH efforts in the Pacific Region, though we also work with other anadromous and resident species as well. Comprehensive hatchery management planning will, with the help of with Tribes, states, partners, and other stakeholders, ensure that the operations of our NFHs and the fish they produce will help, not harm, our native species and the environments they depend upon and thus continue a legacy of fish and fishing for all to enjoy.

<u>Fish Health Centers:</u> Four Fish Health Centers (FHC) provide long term pathogen surveys and monitoring of fish at NFHs and selected wild fish populations as well as diverse disease diagnostics and investigational studies. The FHCs are the lead offices in fish pathogen containment, emergency disease diagnostic control, and epidemiological assistance to fishery managers. They provide training, policy, and biological guidance for fish disease and fish health management. They assist a wide range of cooperators including Tribes, states, partners, and other stakeholders with fish health technical and training services. Their expertise includes aquatic animal health, veterinary medicine, physiology, pathology, and microbiology.

Fishery Resource Offices: Three Fishery Resource Offices (FRO) assist in the collection, evaluation, coordination, and dissemination of fisheries information to help restore declining fish species, recover species listed under the Endangered Species Act, preclude the need for future listings of new species, and provide science-based management of aquatic resources. They provide long-term monitoring, evaluation and technical support to assess the status of wild fish and aquatic species populations. Evaluation of stocks released from the Service's NFHs is a major function of the FROs. They provide technical assistance to agencies that have authority to set fish management regulations and to many land owners (e.g., federal, state, tribal, and private) to prevent the loss of, damage to, and best management practices for the long-term benefit of fish and their habitats. FROs further promote interagency coordination by serving on technical and policy level workgroups (committees, councils, commissions, etc.) in the areas of hydro systems, harvest, hatchery, and habitat management.

<u>Fish and Wildlife Offices:</u> Six Fish and Wildlife Offices (FWO) include Fisheries Program operations. These are distinct in that they include a combination of the FRO functions of the Fisheries Program as well as functions of the Pacific Region Ecological Services (ES) Program. The fisheries functions include the same responsibilities as those carried out by FROs. The ES functions of these offices include implementation of the Pacific Northwest Forest Plan, the Central Valley Project Improvement Act restoration programs, and carrying out consultation, listing, and permitting activities under the Endangered Species Act.

<u>Fish Technology Center:</u> The Abernathy Fish Technology Center (FTC) provides leadership in scientifically-based management of national fishery resources through development of new concepts and techniques to solve specific resource problems in aquatic restoration and recovery

activities. The FTC conducts applied research programs and provides technical assistance in behavioral physiology, nutrition, pathology, genetics, and fish culture. Technical assistance is provided in those program areas to Tribes, states, partners, and other stakeholders. The major emphases of the FTC are to: (1) assist in the repositioning of the Pacific Region's Fisheries Program in the conservation of natural populations; (2) examine the use of natural brood stocks by federal hatcheries to meet management objectives; and (3) promote and support captive propagation and management methods that result in healthy Pacific salmon, steelhead, rainbow, cutthroat, and bull trout, and white sturgeon populations.

Lower Snake River Compensation Program Office: The Lower Snake River Fish and Wildlife Compensation Plan (LSRCP) is a nationally unique program authorized by the Water Resources Development Act of 1976 to compensate for fish and wildlife resource losses in Oregon, Washington, and Idaho caused by the construction and operation of four lower Snake River hydroelectric dams and navigation lock projects. The LSRCP Office is located in Boise, Idaho and administers the LSRCP's hatchery program with the goal of rearing and releasing sufficient salmon, steelhead, and resident trout to compensate for reduced adult fish returns to the Snake River basin and lost fishing opportunities. The LSRCP Office funds three states, three Tribes, and three Service offices to operate 26 hatchery and fish health facilities in Oregon, Washington, and Idaho and carry out extensive fish production and related monitoring and evaluation programs.

How To Use This Plan

This *Strategic Plan* describes how the Pacific Region will address problems and needs in the seven focus areas developed in the *Fisheries Vision*: Partnerships and Accountability, Aquatic Species Conservation and Management, Public Use, Cooperation with Native American Tribes, Leadership in Science and Technology, Aquatic Habitat Conservation and Management, and Workforce Management. Three of the *Fisheries Vision* focus areas have two or three sub-focus areas so this *Strategic Plan* addresses a total of eleven priority areas.

Each priority area is introduced with a background statement followed by the *Fisheries Vision's* goals and objectives. These are followed by Pacific Region goals, objectives, and tasks which will direct the efforts of the Fisheries Program for the years 2004 through 2008.

Many objectives and tasks within the focus areas can be addressed with existing resources and authority; others cannot be accomplished without additional funding, staff, training, authority, or cooperation with partners. Each Fisheries Program office will assess its expertise, priorities, and resources to determine which of the objectives and tasks can be accomplished and implemented. Each office will emphasize the overall direction and spirit of the Fisheries Program while seeking additional resources and cooperation with partners to expand their capabilities.

This *Strategic Plan* is consistent with the Department of Interior's (DOI) Strategic Plan. Appendices A and B contain the DOI performance output measures and the Fisheries Program's projected accomplishment targets. Appendix C links *Strategic Plan* tasks to the DOI performance output measures.



Partnerships

A number of federal agencies, states, Native American Tribes (Tribes) many non-government organizations, private individuals are interested or directly involved in the successful conservation and management of fisheries resources in the Pacific Region. Forming strong partnerships with states, other federal agencies, and non-government organizations (NGO) and improving federal-tribal relationships is essential to achieving our mutual goals of healthy, reproducing, abundant, and widespread fish populations with quality habitat to support them and significant opportunities for harvest. The Pacific Region Fisheries Program intends to improve ongoing partnerships and relationships with Tribes, states, existing partners, and other stakeholders and will enthusiastically seek to create new partnerships and relationships with the goal of resolving fisheries conservation challenges efficiently and effectively. Partnerships will be emphasized, and will be necessary, to accomplish many of the objectives and tasks described in other focus areas of this plan. The success of all Fisheries Program partnerships and federal-tribal and state relations will depend on commitment, effective communication, and mutual trust. (See Cooperation with Native American Tribes section for discussion of tribal objectives and tasks.)

<u>National Goal</u>: Open, interactive communication between the Fisheries Program and its partners.

National Objective:

1.1 Develop and improve long-term partnerships with States, Tribes, other federal agencies, non-governmental organizations (NGOs), and other Service Programs to develop collaborative conservation strategies for aquatic resources.

<u>Regional Goal</u>: Develop and maintain open and interactive communications between the Fisheries Program and its traditional and non-traditional stakeholders to establish meaningful partnerships and improved tribal relationships for the conservation of aquatic resources.

<u>Regional Objective 1.1.</u> The Fisheries Program will develop and implement a plan for improving and establishing government, tribal and non-government relationships in the Pacific Region.

Task 1.1.1. ARD and CNO Fisheries will establish a Regional Partnership Team who will develop a Regional Fisheries Program Partnership Guide for improving and establishing government, tribal and non-government relationships. (2004)

Task 1.1.2. The ARD Fisheries and CNO Fisheries will define and provide training of Fisheries Program personnel as recommended in the Regional Fisheries Program Partnership Guide. (March 2005)

<u>Regional Objective 1.2.</u> The Fisheries Program will establish partnerships with a variety of NGOs to create and implement collaborative conservation plans that address Strategic Plan focus area objectives and tasks.

- Task 1.2.1. Fisheries Program offices will maintain a list of NGO's to provide a reference for communications and outreach on programs, issues and decisions that affect conservation interests of the NGO's. (Between 2004 through 2008)
- Task 1.2.2. Fisheries Program offices will seek to expand their working partnerships with local NGO's. A working partnership may include an annual coordination meeting for sharing information on programs and progress, development of formal MOUs or MOAs on joint strategies, research, or outreach efforts that address high priority focus areas in the Strategic Plan. These agreements will contain goals, tasks, timetables, and deliverables and might include seeking additional partners and identifying funding sources and strategies for obtaining funding. (Between 2004 and 2008)
- Task 1.2.3. If additional Service funding is needed to implement partnership agreements, Fisheries Program offices will submit the project and additional funding needs into the Fisheries Information System (FIS) database as a Fisheries Operations and Needs System (FONS) proposal. (Between 2004 and 2008)

<u>Regional Objective 1.3.</u> The Fisheries Program will improve partnerships with state fishery agencies to promote collaborative strategies that address Strategic Plan focus area objectives and tasks.

- Task 1.3.1. Fisheries Program offices will enhance existing or develop new working partnerships with state fisheries agency partners that address high priority focus areas in this *Strategic Plan*. (Between 2004 and 2008)
- Task 1.3.2. For partnerships in Task 1.3.1, Fisheries Program offices will compile and prioritize draft plans, select plans for implementation, and develop agreements where necessary. The agreements will contain roles and responsibilities, goals, tasks, timetables, and deliverables and might include seeking additional partners and identifying funding sources and strategies for obtaining funding. (Between 2004 and 2008)
- Task 1.3.3. If additional Service funding is needed to implement the agreements (Task 1.3.2), Fisheries Program offices will submit the project and additional funding needs into the FIS database as a FONS proposal. (Between 2004 and 2008)

- <u>Regional Objective 1.4.</u> The Fisheries Program will improve partnerships with federal natural resource agencies to promote collaborative strategies that address Strategic Plan focus area objectives and tasks.
 - Task 1.4.1. Fisheries Program offices will enhance existing or develop new working partnerships with federal natural resource agencies (e.g. Forest Service) that addresses high priority focus areas in this *Strategic Plan*. (Between 2004 and 2008)
 - Task 1.4.2. For partnerships in Task 1.4.1, Fisheries Program offices will compile and prioritize draft plans, select plans for implementation, and develop agreements where necessary. The agreements will contain roles and responsibilities, goals, tasks, timetables, and deliverables and might include seeking additional partners and identifying funding sources and strategies for obtaining funding. (Between 2004 and 2008)
 - Task 1.4.3. If additional Service funding is needed to implement the agreements (Task 1.3.2), Fisheries Program offices will submit the project and additional funding needs into the FIS database as a FONS proposal. (Between 2004 and 2008)
- <u>Regional Objective 1.5.</u> The Fisheries Program will increase the number of working partnerships with other Service programs to promote collaborative strategies that address Strategic Plan focus area objectives and tasks.
 - Task 1.5.1. Fisheries Program offices will enhance existing or develop new working partnerships with other Service program offices (e.g. Ecological Services, National Wildlife Refuge) that addresses high priority focus areas in this *Strategic Plan*. (Between 2004 and 2008)
 - Task 1.5.2. For partnerships in Task 1.5.1, Fisheries Program offices will compile and prioritize draft plans, select plans for implementation, and develop agreements where necessary. The agreements will contain roles and responsibilities, goals, tasks, timetables, and deliverables and might include seeking additional partners and identifying funding sources and strategies for obtaining funding. (Between 2004 and 2008)
 - Task 1.5.3. If additional Service funding is needed to implement the agreements (Task 1.3.2), Fisheries Program offices will submit the project and additional funding needs into the FIS database as a FONS proposal. (Between 2004 and 2008)
- <u>Regional Objective 1.6.</u> The Fisheries Program will develop and implement a means of measuring and ensuring the long term success of partnerships.
 - Task 1.6.1. The Regional Partnership Team will work with National and Regional Fisheries Programs to develop a means to assess partnership satisfaction. (2005)
 - Task 1.6.2. Using the tool developed with Task 1.6.1, the Fisheries Program will assess current and new partners to monitor partnership satisfaction and form the basis for modifying

the Regional Fisheries Program Partnership Guide. (2006, 2007, and 2008)

Task 1.6.3. The Regional Partnership Team will work with the ARD Fisheries and CNO Fisheries to plan and implement a forum/meeting/workshop to share partnership experiences and successes. (2006)

Accountability

Accountability is a critical element of ensuring the successful implementation of this *Strategic Plan*. This is accomplished by: implementing principles of sound science in accordance with Service policies and guidelines that stand up to peer review; making data and reports easily accessible; using financial and staff resources efficiently and wisely; reporting activities and accomplishments in a timely and accurate manner; involving partners; and fulfilling commitments.

In order to maintain an appropriate level of communication and commitment, employees of the Fisheries Program must engage Tribes, states, partners, and other stakeholders by:

- 1. Telling them what we are doing.
- 2. Asking them what they think of our activities (Modify activities as appropriate).
- 3. Telling them what we are planning to do.
- 4. Asking them what they think we should be doing (Modify plans as appropriate).
- 5. Telling them what we did.
- 6. Asking them how we did.

The goals, objectives and tasks in this section will be applied as an integral part of each of the focus areas.

<u>National Goal:</u> Effective measuring and reporting of the Fisheries Program's progress toward meeting short-term and long-term fish and other aquatic resource conservation goals and objectives.

National Objective:

1.2 Develop and implement performance measures to determine the efficiency and effectiveness of Fisheries Program resource activities and financial accountability.

Regional Goal: Establish and implement effective measuring and reporting of the Fisheries Program's progress toward meeting short-term and long-term fish and other aquatic resource conservation goals and objectives.

<u>Regional Objective 2.1.</u> Improve communication with, and accountability to Tribes, states, partners, and other stakeholders regarding plans, accomplishments and commitments.

Task 2.1.1. Fisheries Program offices will meet with Tribes, states, partners, and other stakeholders to evaluate the effectiveness and efficiency of field office activities relative to the *Fisheries Vision* and Government Performance and Results Act (GPRA) using feedback to measure the Pacific Region's progress and accomplishments. Tribes, states, partners, and other stakeholders will be asked to evaluate the interactions, actions, and effectiveness of the Fisheries Program. (Annually)

- Task 2.1.2. Where appropriate, Fisheries Program offices will develop a management oversight group composed of Tribes, states, partners, and other stakeholders to oversee projects for which there is Tribal and/or partner participation or interest. (Ongoing)
- Task 2.1.3. The ARD Fisheries and CNO Fisheries will include resource and partnership objectives, guidance and direction in regional and field station Work Activity Guidance (WAGs). (Annually)
- Task 2.1.4. The Fisheries Program will develop and implement outreach strategies to inform and educate the public on our programs. (Annually)

<u>Regional Objective 2.2.</u> Manage Fisheries Program activities and funding to maximize performance and expend program funds to ensure accomplishment of focus area tasks.

- Task 2.2.1. The Fisheries Program will conduct a review of activities and programs to evaluate their alignment with this document's goals and objectives. (2005 and 2007)
- Task 2.2.2. The Fisheries Program will examine its budget allocation, fiscal distribution, and spending to effectively address focus area funding needs. (Annually)

<u>Regional Objective 2.3.</u> Improve the transfer of information developed by the Fisheries Program to Tribes, states, partners, and other stakeholders.

- Task 2.3.1. The Fisheries Program will use Internet sites to disseminate reports, highlight accomplishments, and share other information with the public. (2005)
- Task 2.3.2. Technical reports and relevant data developed by the Fisheries Program will be made available to Tribes, states, partners, and other stakeholders. (Annually)



Native Species

The Pacific Region Fisheries Program is committed to the conservation and management of native aquatic species through strengthening and building partnerships. Activities conducted by the Fisheries Program include: assessing populations and habitats; developing management and recovery plans; providing technical assistance to Tribes, states, partners, and other stakeholders; planning, monitoring and evaluating habitat restoration projects; and implementing various aspects of recovery plans. Successful conservation and management requires working with existing partners and developing new partnerships to collaboratively identify, prioritize and address the complex issues facing native aquatic species. In this region, the primary focus of the Fisheries Program is addressing the problems affecting native aquatic species listed under the Endangered Species Act.

<u>National Goal:</u> Self-sustaining populations of native fish and other aquatic resources that maintain species diversity, provide recreational opportunities for the American public, and meet the needs of tribal communities.

National Objectives:

- 2.1 Recover fish and other aquatic resource populations protected under the Endangered Species Act
- 2.2 Restore declining fish and other aquatic resource populations before they require listing under the Endangered Species Act
- 2.3 Maintain diverse, self-sustaining fish and other aquatic resource populations.

Regional Goal: Protect and enhance self-sustaining populations of native fish and other aquatic resources while maximizing species diversity, recreational opportunities, and tribal needs.

<u>Regional Objective 3.1.</u> The Fisheries Program, in collaboration with Ecological Services (ES) Program, National Oceanographic and Atmospheric Administration Fisheries (NOAA Fisheries), states and Tribes, will seek to recover fish and other aquatic resource populations protected under the ESA.

Task 3.1.1. The Fisheries Program will coordinate with the ES Program to define priorities for aquatic species recovery programs and allocate Fisheries and ES programs' recovery funding. We will promote and seek input from the states and Tribes as we seek to define specific

recovery priorities (Annually)

- Task 3.1.2. The Fisheries Program will provide expertise to the endangered species programs within ES and NOAA Fisheries for conducting, developing, and implementing status reviews and recovery plans for fish and other aquatic resource populations. (Annually)
- Task 3.1.3. The Fisheries Program will work with endangered species programs to review and identify the listed fish and other aquatic species that do not currently have recovery plans and update the list. (Annually)
- Task 3.1.4. The Fisheries Program will take a leadership role, through established partnerships and fisheries management forums, to prioritize listed species recovery assessment needs and associated monitoring and evaluation programs. (Annually)
- Task 3.1.5. The Fisheries Program will prioritize existing efforts and develop resources to implement new programs targeted at aquatic species recovery including: development of prioritized recovery projects for inclusion in the FONS database; development of joint recovery projects with Tribes, states, partners, and other stakeholders; and prioritization of fish passage program projects affecting endangered species. (Annually)
- Task 3.1.6. The Fisheries Program will work with endangered species programs to support streamlining the regulatory compliance process for recovery projects (Annually)
- Task 3.1.7. To improve public awareness of the ESA and individual recovery program activities, the Fisheries Program will work with Tribes, states, partners, other stakeholders, and outreach specialists to develop a public outreach strategy that highlights the collaborative efforts undertaken to achieve recovery. (Annually)

<u>Regional Objective 3.2.</u> Maintain healthy, diverse, self-sustaining populations of fish and other aquatic resources and assist in preventing listings under ESA.

- Task 3.2.1. The Fisheries Program, in collaboration with endangered species programs, will provide technical assistance to Tribes, states, partners, and other stakeholders to promote and participate in the development of aquatic conservation strategies, watershed plans, or restoration projects in an effort to achieve common goals for the long-term viability of native fish and other aquatic populations. (Annually)
- Task 3.2.2. The Fisheries Program will act as liaison between its partners and the endangered species programs in the development of Candidate Conservation Agreements, Private Land Grants, Private Stewardship Grant Program, Landowner Incentive Program, Tribal Wildlife Grants. (Ongoing)
- Task 3.2.3. The Fisheries Program will include in its FONS data base priority habitat protection and restoration tasks as prescribed in approved watershed or other fishery management plans. We will implement projects for which we have federal authority and

funding (e.g., fish passage, fish production, and habitat enhancement). (Annually)

Task 3.2.4. The Fisheries Program will work closely with Tribes, states, partners, and other stakeholders to monitor and evaluate hatchery programs and develop strategies to minimize impacts of fish releases upon endemic species and their habitats. (Annually)

Aquatic Nuisance Species

Invasive species, including aquatic nuisance species (ANS), are defined as nonnative species that have caused or have the potential to cause significant economic or environmental harm or present a threat to human health. Introductions of invasive species have caused significant economic and ecological problems throughout North America. After habitat loss, invasive species are considered the second most significant threat to native species, contributing to Endangered Species Act listings and even the extinction of certain species.

Catalyzed by the introduction of zebra mussels in the Great Lakes, the Nonindigenous Aquatic Nuisance Prevention and Control Act of 1990 was the first federal law directly addressing non-agricultural invasive species. This statute was later re-authorized as the National Invasive Species Act of 1996 (NISA). NISA specifically focuses on ANS and the brown tree snake. It addresses the following: 1) prevention, monitoring, and control of ANS; 2) research, technical assistance, and education on the ANS issue; 3) ballast water regulation; 4) the establishment of the Aquatic Nuisance Species Task Force to act as a national coordinating body; 5) the establishment of regional coordinating bodies (such as the Western Regional Panel) which answer to the ANS Task Force; 6) the funding of state or interstate invasive species management plans; 7) the establishment of a brown tree snake control program.

In addition to the ANS Task Force, an additional invasive species coordinating body was created by Presidential Executive Order 13112 - *Invasive Species* which was signed in 1999 by President Clinton. Executive Order 13112 requires the establishment of a national coordinating body, the Invasive Species Council, which provides national leadership regarding invasive species (both terrestrial and aquatic plants and animals). The Executive Order specifically directs the Council to work with the ANS Task Force.

Although ANS populations have been surveyed in some locations (e.g., San Francisco Bay), data are generally weak regarding the distribution and impacts of ANS in the Pacific Region. ANS management efforts will emphasize prevention, early detection, and rapid elimination of new introductions (particularly high- risk invaders such as the zebra mussel) and the control of existing plant and animal ANS in freshwater and marine habitats.

<u>National Goal</u>: Risks of aquatic nuisance species invasions are substantially reduced, and their economic, ecological, and human health impacts are minimized. National Objectives:

- 2.4 Prevent new introductions of aquatic nuisance species. The Fisheries Program will increase its leadership role in collaborative efforts to implement activities and programs that prevent the establishment of aquatic nuisance species.
- 2.5 Minimize range expansion and population growth of established aquatic nuisance species.

Regional Goal: Minimize introductions of ANS, identify existing ANS populations in the

Pacific Region, and, when feasible, contain, reduce or eliminate ANS.

<u>Regional Objective 4.1.</u> The Fisheries Program will work with other programs within the Service, states, Tribes, partners, and other stakeholders to reduce the risk of ANS introductions.

- Task 4.1.1. The Regional and Field ANS coordinators will expand existing partnerships, outreach, and cooperation with the ANS Task Force, Invasive Species Council, Western Regional Panel, 100th Meridian Initiative, and other organizations to educate the public and specific interest groups about the threat of ANS and measures to detect and prevent their introduction into regional waters. (Annually)
- Task 4.1.2. The Regional and Field ANS coordinators will coordinate with the Fisheries Program and states, Tribes, partners, and other stakeholders to plan and deliver ANS Hazard Analysis and Critical Control Point (HACCP) training. Fisheries Program offices will develop, implement, and periodically review ANS HACCP plans. (Ongoing)
- Task 4.1.3. The Regional and Field ANS coordinators will collaborate with the Western Regional Panel, states, Tribes, partners, and other stakeholders to research, develop, and implement new strategies for reducing ANS introductions from shipping, aquaculture, boating, and other pathways. (Annually)
- Task 4.1.4. The Regional and Field ANS coordinators will collaborate with states, Tribes, partners, and other stakeholders to produce and implement Memorandum of Agreement/Memorandum of Understanding (MOA/MOU), plans, and other strategies that enhance ANS early detection and rapid response capabilities in the Pacific Region. (Annually)
- Task 4.1.5. The Regional ANS Coordinator, ARD Fisheries, and CNO Fisheries will collate information on ANS introductions, detection, and rapid response. This will be reported to OMB and DOI with links to DOI performance measures, GPRA goals, and the President's Management Objectives. (2008)

<u>Regional Objective 4.2.</u> The Fisheries Program will work with other programs within the Service, states, Tribes, partners, and other stakeholders, to measure and track the existing range and impacts of ANS and develop programs designed to limit expansion of those populations.

- Task 4.2.1. The Regional and Field ANS coordinators will work with other programs within the Service, states, Tribes, partners, and other stakeholders to establish and maintain a database and Geographic Information System (GIS) capable of tracking ANS populations and impacts within the Pacific Region. (2005)
- Task 4.2.2. The Regional and Field ANS coordinators will work with other programs within the Service, states, Tribes, partners, and other stakeholders to establish baseline measurement of ANS populations in the Pacific Region, monitor existing ANS populations at least

annually, document ecological and economic impacts, and track the resulting information through a database and GIS as identified in Task 4.2.1. (Annually)

- Task 4.2.3. The Regional and Field ANS coordinators will work with other programs within the Service, states, Tribes, partners, and other stakeholders to research new control and eradication methods that will enhance management of ANS in the Pacific Region. (Annually)
- Task 4.2.4. The Regional and Field ANS coordinators will work with other programs within the Service, states, Tribes, partners, and other stakeholders to produce and implement MOA/MOUs, plans, and other strategies that enhance ANS control and eradication efforts in the Pacific Region. (2007)
- Task 4.2.5. The Regional ANS Coordinator, ARD Fisheries, and CNO Fisheries will collate information on monitoring, control, and eradication of ANS populations in the Pacific Region. This will be reported to OMB and DOI with links to DOI performance measures, GPRA goals, and the President's Management Objectives. (2008)

Interjurisdictional Fisheries

Responsibility for managing interjurisdictional fisheries in the United States is determined by many laws, treaties, and court orders but follows no single implementation model across the Nation. Interjurisdictional fisheries management is a collaborative process involving two or more states, nations, or tribal governments with direct management authority. Except for some resident species fisheries which may be the sole responsibility of the individual states, most Pacific Region fisheries are interjurisdictional in nature.

There is a broad array of federal, state, tribal, and in some cases, international governmental agencies and entities that engage in interjurisdictional fishery management processes. The number and identities of the management entities are dependent on the particular fishery. Some marine fisheries involve numerous domestic and international jurisdictions while other more terminal fisheries may involve only two or three local Tribes, state agencies or federal agencies.

Most Pacific Region fisheries also have direct or indirect ties to federally recognized Tribes with treaty fishing rights. The management of all interjurisdictional fisheries in the Pacific Region have become greatly influenced by the requirement for adequate protection and rebuilding of species listed under the Endangered Species Act. To meet the Service's federal tribal trust, resource protection, hatchery mitigation, and public benefit responsibilities, the Fisheries Program plays an integral role in the development of fishery management plans, development of new fishery management strategies and evaluation tools, conduct of applied research, and monitoring of harvest allocation and fishery impact limitation compliance. This is in direct support of the states, Tribes, and NOAA Fisheries who have primary regulatory authority in harvest management.

Management of fishery impacts in interjurisdictional fisheries is only one component in the overall management framework that affects the ability of naturally spawning fish populations to be maintained at self-sustaining levels. Other management actions such as habitat, hydrosystem, and hatchery production, often can have a greater impact on whether individual fish populations persist at self-sustaining levels. It is therefore necessary to engage management of interjurisdictional fishery resources holistically and craft management strategies that address all phases of the life cycle of the population. This should be done in a way that fairly distributes the conservation burden across the various mortality factors while providing the greatest level of continuing benefit to the American public, consistent with all applicable laws, treaties, and court orders. Given the understanding of the need for an ecosystem management approach, which is partially addressed under the "Aquatic Habitat", "Native Species", and "Leadership in Science and Technology" sections of this document, the discussion on interjurisdictional fisheries in this section is limited to harvest and production management issues which are inextricably linked.

While the needs and opportunities for engagement in interjurisdictional fisheries management are broad based, the Fisheries Program in the Pacific Region has a long history of providing hatchery fish production for harvest, monitoring and evaluation of hatchery production programs, and technical assistance to our state, tribal, and federal agencies in stock assessment and fishery impact analysis. The Fisheries Program is well positioned to continue these efforts.

<u>National Goal</u>: Interjurisdictional fish populations are managed at self-sustaining levels. National Objectives:

- 2.7 Co-manage interjurisdictional fisheries.
- 2.8 Support, facilitate, and/or lead collaborative approaches to manage interjurisdictional fisheries.

Regional Goal: Support, facilitate, and/or lead collaborative approaches to conserve, and where appropriate, restore sustainable interjurisdictional fish populations. Actively promote co-management of interjurisdictional fish populations towards mutually defined harvest, production, and escapement goals that recognize mitigation, natural production, and ESA conservation and recovery goals.

Regional Objective 5.1. When by statute, court order, or other legal or interagency agreement there is a clear federal role and associated Service responsibility, the Fisheries Program will work jointly with states, Tribes, and NOAA Fisheries to assist in the management of interjurisdictional fisheries.

- Task 5.1.1. The Fisheries Program will clearly identify its existing policy and technical assistance roles in interjurisdictional fisheries management forums and review and affirm these roles with state, tribal, and federal partners. The forums to be included are: The Pacific Salmon Commission, the Pacific Fishery Management Council, U.S. vs. Oregon and U.S. vs. Washington treaty fishing rights case areas, Klamath Fishery Management Council, Trinity Management Council, Columbia River Compact, and North of Cape Falcon forums. (2004)
- Task 5.1.2. The Fisheries Program will support and contribute to the national effort to develop an MOU that clarifies and delineates the roles and responsibilities of the Service and NOAA Fisheries in managing interjurisdictional fisheries. (2004)
- Task 5.1.3. Based upon outcomes of the reviews of roles and responsibilities in Task 5.1.1. and 5.1.2., the Fisheries Program will define and develop its staffing, training, and equipment needs to meet our policy and technical responsibilities in interjurisdictional fisheries management. (2005)
- Task 5.1.4. Where engaged with states, Tribes and NOAA Fisheries in joint interjurisdictional fishery management forums, the Fisheries Program will assist and promote development of scientifically-based plans with specific five-year targets and goals for harvest, escapement, and population growth. The Fisheries Program will work to ensure the consistency of these management programs with our related responsibilities in treaty tribal trust, hatchery management, mitigation, ESA conservation and recovery, and goals for natural stock sustainability. (Ongoing)
- Task 5.1.5. The Fisheries Program will share expertise and data, promote sound science,

and conduct applied and basic research with our partners that is designed to assist implementation of scientifically-based fish marking, stock assessment, and harvest management programs. Specifically, we will continue to participate in such technical forums as the Pacific Salmon Commission technical committees, Pacific Fishery Management Council Salmon Technical Team, <u>U.S. v. Oregon</u> Technical Advisory Committee, Comprehensive Marking Strategy Oversight Committee, Regional PIT Tag Steering Committee, Streamnet Steering Committee, and Regional Mark Center Committee. (Ongoing)

Regional Objective 5.2. The Fisheries Program will conduct scientifically-based hatchery programs to meet mutually agreed upon interjurisdictional fishery management objectives for harvest, native stock conservation, ESA compliance, and tribal trust, with full assessment of the benefits and risks of production.

- Task 5.2.1. The Fisheries Program will ensure every NFH program has been scientifically and independently reviewed for consistency with scientific principles of fish production and general fisheries conservation. (Ongoing)
- Task 5.2.2. The Fisheries Program will design and conduct marking and tagging programs for each NFH program at a level sufficient to conduct scientifically sound harvest and production management and, where beneficial and appropriate, to facilitate the selective harvest of hatchery fish. (See "Leadership in Science and Technology" section.) (Ongoing)
- Task 5.2.3. The Fisheries Program will design and conduct sampling, monitoring, and evaluation programs for each NFH program at a level sufficient to complete scientifically sound assessments of the benefits and risks of the NFH programs, including the potential impacts on native stocks. (See "Leadership in Science and Technology" section.) (Ongoing)
- Task 5.2.4. The Fisheries Program will complete Hatchery and Genetic Management Plans in compliance with ESA Section 7 regulations and implement recommended actions. (Ongoing)
- Task 5.2.5. The Fisheries Program will complete development of Comprehensive Hatchery Management Plans that describe the history, purpose, functions, management programs, and protocols of NFHs. (2005)
- Task 5.2.6. To facilitate recreational, commercial, and tribal harvest management, selective fishery development, and endangered species conservation efforts, the Fisheries Program, in cooperation with our state, tribal, and federal partners, will identify stocks of hatchery fish appropriate for mass marking with visible external marks and seek appropriate funding to complete the marking programs. (Ongoing)
- Task 5.2.7. The Fisheries Program will continue to conduct comprehensive fish health management and control programs through its Fish Health Centers using the latest

technologies in disease diagnostics and control. On-site hatchery fish health management efforts will be complemented with an expanded effort to catalog and monitor the occurrence of fish disease in fish populations in the natural environment in support of the National Wild Fish Health Database effort. (Ongoing)

Task 5.2.8. The Fisheries Program, in cooperation with our state, tribal, and federal partners, will review current production programs including production capacity limitations, fish health, brood stock selection, and other factors to develop joint production plans that protect and, where possible, enhance natural fish populations. (2004)

Task 5.2.9. The Fisheries Program will hold coordination meetings with our state, tribal, and federal partners to review and adjust our NFH production programs as necessary to achieve mutual objectives consistent with our mitigation commitments and ESA conservation and recovery objectives that are within our funding, rearing capacity, fish health constraints. The Fisheries Program will work cooperatively to develop and support funding packages and shared support roles that meet mutual needs for production, monitoring, and evaluation programs. (Annually)



Recreational Fishing

Recreational, commercial and tribal fishing is deeply woven into the lifestyle and culture of the West Coast. State agencies, and in some case the Tribes, have the regulatory authority for the management of these fisheries, even on federal lands. The Fisheries Program has a long history of supporting state efforts by providing scientific information and services that benefit recreational fisheries on Service lands, on tribal and military lands, and on other waters where the Service has a federal role. This involvement includes sharing biological information and expertise, producing fish, conducting applied research, developing technologies, promoting public education, conducting professional training, and implementing coordination and professional review of programs and publications.

Within its federal role, the Service has a direct responsibility to promote programs on federal lands which provide and enhance recreational opportunities. The Sikes Act, Fish and Wildlife Act of 1956, and the Refuge Recreation Act of 1962 contain authorizations for the entire range of Service fishery management activities of federal lands. The Fisheries Program promotion of recreational fishing opportunities on federal lands has focused on federal lands operated by National Wildlife Refuges (NWRs) and military installations. The extent of these efforts has been limited by the availability of staff and funding. Regional policies direct the Fisheries Program to focus limited resources on the restoration of inter-jurisdictional fisheries, mitigation for fisheries lost by the construction of federal water development projects, the conservation and recovery of listed species, taking steps to avoid listing other aquatic species in the future, and restoring aquatic habitats important to all of these species. As a result, the Fisheries Program has historically not carried out management programs or promoted recreational opportunities for resident species (e.g., trout, bass, perch, crappie, catfish, etc) on these federal lands.

<u>National Goal</u>: Quality opportunities/or responsible fishing and other related recreational enjoyment of aquatic resources on Service lands, on tribal and military lands, and on other waters where the Service has a role.

National Objectives:

- 3.1 Enhance recreational fishing opportunities on Service and Department of Defense lands.
- 3.2 Provide support to states, Tribes, and other partners to identify and meet shared or complementary recreational fishing and aquatic education and outreach objectives.
- 3.3 Recognize and promote the value and importance of recreational fishery objectives in implementation of other Service responsibilities.

<u>Regional Goal</u>: Promote quality fishing and other related recreational enjoyment of aquatic resources on Service lands, on tribal and military lands, and on other waters where

the Service has a role.

- <u>Regional Objective 6.1.</u> The Fisheries Program will work with other programs of the Service, Tribes, states, partners, and other stakeholders to enhance recreational fishing opportunities for priority fish species on Service and Department of Defense lands.
 - Task 6.1.1. The Fisheries Program will support and work with state agencies and Tribes to promote recreational fishing opportunities, on harvestable adult returns to NFHs. (Annually)
 - Task 6.1.2. FROs and FWOs will work with NWRs and military installations to develop a listing of opportunities for increasing recreational fishing for *priority native fish* species on these lands. (2004)
 - Task 6.1.3. The Fisheries Program will use this listing to identify the order and time frames in which they will assist NWRs and military installations to enhance recreational fishing on these lands. (2004)
 - Task 6.1.4. Based on the priorities established in Task 6.1.2, FROs and FWOs will assist NWRs and military installations to develop and/or update comprehensive conservation plans and fishery management plans to include enhancing recreational fishing opportunities on these lands. (Annually)
 - Task 6.1.5. The Fisheries Program will work with state agencies and Tribes to develop and implement monitoring programs to document recreational fishing success on hatchery stocks distributed by NFHs. (Annually)
 - Task 6.1.6. The Fisheries Program will develop FONS projects that, when appropriated funds are provided, will contribute to the Pacific Region's ability to enhance efforts for providing technical assistance to NWRs and military installations and promoting recreational opportunities on those lands. (Annually)
- <u>Regional Objective 6.2.</u> Provide support to Tribes, states, partners, and other stakeholders to identify and meet shared or complementary recreational fishing and aquatic education and outreach objectives.
 - Task 6.2.1. The Fisheries Program will work with the Tribes, states, partners, and other stakeholders to provide technical assistance and, under certain conditions, provide fish to meet recreational fishing objectives (i.e., mitigation, restoration and recovery of recreationally valuable native species, treaty-reserved or statutorily defined tribal trust natural resources, using conservation exchanges and cost-recovery to optimize fish production, and aquatic outreach and education activities). (Annually)
 - Task 6.2.2. The Fisheries Program will continue to conduct and/or support National Fishing and Boating Week events, scouting jamborees, and similar events with technical assistance, excess hatchery fish and assistance with implementation. (Annually)

Task 6.2.3. The Fisheries Program will develop FONS projects that, when appropriated funds are provided, will contribute to the Pacific Region's ability to enhance efforts for providing technical assistance to the states, Tribes and other partners and promoting recreational fishing opportunities on their lands. (Annually)

<u>Regional Objective 6.3.</u> The Fisheries Program will promote the value and importance of recreational fishery objectives as one of their priority responsibilities while implementing all National and Regional activities.

- Task. 6.3.1. The Fisheries Program will work with other programs within the Service to encourage their actions, decisions, and policies to be consistent with recreational fisheries objectives of the Service. (Annually)
- Task 6.3.2. The Fisheries Program will work with the Tribes, states, partners, and other stakeholders to identify and implement outreach and education activities, including informational materials that describe the value and importance of recreational fishing to the American public. (Annually)
- Task 6.3.3. The Fisheries Program will promote the value and importance of recreational fishery objectives in their plans, policies, guidelines, decisions, and various outreach materials. (Annually)

Mitigation Fisheries

When federal water development projects (locks and dams) were constructed, Congress and the federal government committed to mitigating for impacts on recreational, commercial, and tribal fisheries. Mitigation activities included habitat improvement, native species restoration and stocking native and non-native fish.

Fisheries mitigation programs in the Pacific Region generally involve stocking Pacific salmon, steelhead trout, and trout species native to altered watersheds. The majority of the salmon caught by recreational, commercial, and Tribal fishers are propagated species. Considerable reimbursement is provided to the Service for its fisheries mitigation programs in the Pacific Region by the Corps of Engineers, Bureau of Reclamation, NOAA Fisheries, and the Bonneville Power Administration. However, there are existing facilities and programs that are insufficiently funded to operate and meet Service fisheries goals. In addition, many fishery mitigation plans and goals are not established or clearly defined. Of the facilities the Service operates in the Pacific Region, approximately half are fully funded through reimbursable agreements. The remaining facilities are partially funded with reimbursable dollars. While regional efforts to develop full reimbursement will initially focus on clarifying goals and funding issues, involvement of the DOI, Congress, and the Administration will be required to affect administrative and legislative changes allowing for full cost recovery.

<u>National Goal</u>: The federal government meets its responsibilities to mitigate for the impacts of federal water projects, including restoring habitat and/or providing fish and associated technical support to compensate for lost fishing opportunities.

National Objectives:

- 3.4 Identify the mitigation responsibilities of federal agencies for federal water projects.
- 3.5 Meet the Service's responsibilities for mitigating fisheries at federally funded water projects.
- 3.6 Recover 100 percent of costs for mitigation activities associated with hatchery production and stocking from water project sponsor.

Regional Goal: The Fisheries Program will work with other federal agencies, states, and Tribes to meet mitigation responsibilities, identify mitigation goals and pursue full cost reimbursable funding for the Service's operation and management of mitigation facilities.

<u>Regional Objective 7.1.</u> The Fisheries Program will work with federal agencies, Tribes, state agencies, and others to identify the appropriate hatchery mitigation goals for water development projects and funding responsibilities of the respective federal agencies.

Task 7.1.1. The ARD Fisheries and CNO Fisheries will establish a regional mitigation team of representatives from the Fisheries Program to prepare a report that: 1) identifies federal water projects which do not have clearly identified mitigation goals; 2) provides recommendations and strategies for working with federal agencies, states, Tribes and other stakeholders to address development of mitigation goals; and 3) develops mitigation goals. (2005)

- Task 7.1.2. The Regional Director/CNO Manager will review the final report and determine the necessary actions for establishing mitigation goals for water development projects. (2006)
- Task 7.1.3. Implement all actions defined in 7.1.2. (Between 2006 and 2008)

<u>Regional Objective 7.2.</u> The Pacific Region mitigation programs will be guided by and in compliance with approved Fishery Mitigation Plans.

- Task 7.2.1. The Fisheries Program will ensure that all Service mitigation programs under their jurisdiction are conducted in accordance with a Fishery Mitigation Plan. (Annually)
- Task 7.2.2. The Fisheries Program will ensure that Service mitigation programs have established roles and responsibilities in the Fishery Mitigation Plans that clearly state species mitigation goals and objectives to mitigate the unavoidable and permanent damages to fishery resources. (Annually)
- Task 7.2.3. In the absence of a Fishery Mitigation Plan for federally funded water development projects, the Fisheries Program will work with the states, Tribes, and federal agencies to utilize an interim mitigation plan (Fishery Management Plan) with appropriate species goals and objectives. (Annually)

<u>Regional Objective 7.3.</u> The Fisheries Program will meet the Service's responsibilities for mitigating fisheries at federally funded water development projects.

- Task 7.3.1. The Fisheries Program will provide fish to meet the Service's mitigation responsibilities as described in Fisheries Mitigation plans. (Annually)
- Task 7.3.2. The Fisheries Program will monitor and evaluate its mitigation programs to determine if goals and objectives are achieved. (Annually)

<u>Regional Objective 7.4.</u> The Fisheries Program will pursue recovery of all direct and indirect costs for mitigation activities associated with hatchery production and stocking from the federal agency on whose behalf the mitigation program is conducted.

- Task 7.4.1. The Regional Director/CNO Manager will develop a process and strategy for working with federal agencies, state agencies, Tribes and other parties at the local and regional level to pursue full reimbursement of all Service mitigation programs. (2004)
- Task 7.4.2. Based on the Regional Director/CNO Manager decision, the Service will work with federal and state agencies, Tribes and other parties at the local and regional level to pursue full reimbursement of all Service hatchery mitigation programs. Where appropriate, the Service will seek national level support from DOI, Congress, and the Administration in cost recovery efforts. (2004)
- Task 7.4.3. The Fisheries Program will notify Tribes, states, partners, and other stakeholders

of upcoming budget shortfalls which may affect the Service's ability to provide fish for recreational, commercial, and tribal fisheries. (Annually)

Cooperation with Native American Tribes

Conserving our Nation's fish and aquatic resources cannot be successful without forming strong bonds with Tribes because they manage or influence some of the most important aquatic habitats both on and off tribal lands. In addition, the federal government and the Service have a distinct and unique obligation to Native Americans based on trust responsibility, treaty provisions, and statutory mandates. The Fisheries Program plays an important role in providing help and support to Tribes as they exercise their sovereignty in the management of their fish and wildlife resources on more than 55 million acres of federal Indian trust land and in treaty reserved areas.

The Fisheries Program has a long history of cooperation with Tribes and support tribal natural resource management. The Service understands that it is the key federal agency charged with protecting the fish and wildlife resources which form the food and cultural base of many Tribes of the Pacific Region. In keeping with the trust relationship of the federal government which evolved from treaties, statutes, court decisions, and the United States Constitution, the Service is pledged to respect, promote and protect tribal self-government, self-determination and sovereignty of federally recognized Tribes. The Service also honors tribal treaty and other rights, interacts with Tribes on a government to government basis, and strives to conduct their programs and actions in a manner which protects tribal trust resources, including fish and wildlife resources and their associated habitat.

The Fisheries Program accepts this responsibility and works closely with Tribes to further mutual goals and protect and conserve the long-term health of our shared fishery resources. Surplus returning adult fish from NFHs are provided to Tribes for subsistence and ceremonial use as well as maintaining tribally managed fisheries. FHCs provide advice and technical assistance to the Tribes, and FROs work closely with the Tribes to assure fair and equitable sharing of the harvest and on many other important habitat restoration efforts.

<u>National Goal:</u> Assistance is provided to Tribes that results in the management, protection, and conservation of their treaty-reserved or statutorily defined trust natural resources which helps Tribes develop their own capabilities.

National Objectives:

- 4.1 Provide technical assistance to Tribes
- 4.2 Identify sources of funds to enhance tribal resource management
- 4.3 Provide fish for tribal resources management
- 4.4 Recognize and promote the Service's distinct obligation toward Tribes within the Fisheries Program

Regional Goal: Assist Tribes in the management, protection, and conservation of their treaty-reserved or statutorily defined trust natural resources.

<u>Regional Objective 8.1.</u> Provide technical assistance to Tribes as requested and to the extent possible, in tribal natural resource management activities.

- Task 8.1.1. Upon request, the Fisheries Program will provide technical assistance to Tribes in support of the management, monitoring and evaluation of fishery resources on lands under their jurisdiction. (Annually)
- Task 8.1.2. The Fisheries Program will provide technical assistance to Tribes in support of their efforts to develop new tribal fish culture programs, promote state-of-the art fish culture and fish health practices at existing tribal fish culture programs. (Annually)
- Task 8.1.3. The Fisheries Program will cooperate with the Tribes to monitor and evaluate fish releases from tribal fish culture programs. (Annually)
- Task 8.1.4. The Fisheries Program will cooperate with the Tribes to monitor and evaluate the interaction of wild fish and hatchery fish released from tribal fish culture programs. (Annually)
- Task 8.1.5. Fish Health Centers (FHCs) will develop agreements with Tribes and tribal associations to assist in developing fish health monitoring for wild and hatchery fish on lands under tribal jurisdiction. (Annually)
- Task 8.1.6. The Fisheries Program will inform the Tribes of training programs conducted by the Service and invite them to participate in these programs. (Annually)

<u>Regional Objective 8.2.</u> Provide fish from the Service's NFHs, where appropriate, to support tribal fish culture programs, subsistence programs, ceremonies, and resource management activities.

- Task 8.2.1. The ARD Fisheries and CNO Fisheries, in cooperation with the Regional Native American Affairs Liaison Office, will establish agreements, in writing, with the Bureau of Indian Affairs, where appropriate, to document, promote commitment and understanding, and guide the Service's actions in providing excess adult carcasses for tribal subsistence programs and ceremonial purposes. These agreements will operate in accordance with tribal, state and federal fish managers and within fish health guidelines. (Annually)
- Task 8.2.2. The Fisheries Program will work with the Tribes and states in support of tribal fisheries on excess adult fish returns to NFHs. (Annually)
- Task 8.2.3. FROs and FWOs, will collaborate with Tribes to develop management plans to document any transfers of fish from NFHs, and track how the fish will be used to benefit Tribal fish culture programs, subsistence programs and resource management programs. These programs will be developed or continue in cooperation with state and federal fish managers. (Annually or as requested)

<u>Regional Objective 8.3.</u> Recognize and promote the Service's distinct obligations toward Tribes.

- Task 8.3.1. The Fisheries Program will meet with local Tribes at least once per year to discuss programs, revisit issues, and identify cooperative opportunities. (Annually)
- Task 8.3.2. Fisheries Program offices and local Tribes will develop one or more management or research plans that address priorities identified in Task 8.3.1. The plans will contain goals, tasks, timetables, and deliverables. Implementing the plan might require seeking additional partners and identifying funding sources and strategies for obtaining funding. (Between 2004 and 2008)
- Task 8.3.3. If additional Service funding is needed to implement the plans (Task 8.3.2), Fisheries Program offices will enter the project as a FONS proposal. (Between 2004 and 2008)
- Task 8.3.4. The ARD Fisheries and CNO Fisheries, in cooperation with the Regional Native American Liaison Office, will enter into an Intergovernmental Personnel Act agreement with at least one Tribe for purposes of training, intergovernmental understanding and facilitation. (Annually)



Science and technology form the foundation of successful fish and aquatic resource conservation and management and must be used to structure and implement monitoring and evaluation programs that are critical to determining the success of management actions. The Service is committed to following established principles of sound science. Sound science requires extensive peer review by scientists and managers who are qualified to evaluate the activities, results, and conclusions of the Fisheries Program and to provide constructive feedback to make positive and defendable changes to Fisheries Program activities, when appropriate. Policies and protocols that provide guidance to ensure the application of sound science are also essential for establishing science standards and meeting the increasingly sophisticated needs and expectations of the Service and Tribes, states, partners, and other stakeholders. The Fisheries Program will coordinate with U.S. Geological Survey, Biological Research Division, Cooperative Fish and Wildlife Research Units, and other research partners to improve connections between science delivery and fishery management needs.

<u>National Goal</u>: Science developed and used by Service employees for aquatic resource restoration and management is state-of-the-art, scientifically sound and legally defensible, and technological advances in fisheries science developed by Service employees are available to partners.

National Objectives:

- 5.1 Utilize appropriate scientific and technologic tools in formulating and executing fishery management plans and policies.
- 5.2 Develop and share applied aquatic scientific and technologic tools with partners.

Regional Goal: Science developed and used by the Fisheries Program for aquatic resource conservation, restoration, and management is state-of-the-art, scientifically sound, and legally defensible; scientific and technological advances in fisheries science developed by the Fisheries Program are available to other Service programs, Tribes, states, partners, and other stakeholders.

<u>Regional Objective 9.1.</u> Utilize state-of-the-art, scientifically sound, legally defensible scientific and technological tools in formulating and executing fishery related plans and policies.

Task 9.1.1. Because of the diverse expertise available through its applied research programs, Abernathy Fish Technology Center, in cooperation with Pacific Region managers (Research Coordinator, Data and Information Manager, etc.), will provide leadership and assistance in regards to appropriate scientific review and the identification and development of priority state-of-the-art, scientifically sound, and legally defensible scientific information and technologies. (Ongoing)

- Task 9.1.2. The Fisheries Program will identify scientific information and technologies to be developed and/or updated by the Service to meet priority resource needs and to ensure that the technologies are state-of-the-art, scientifically sound, and legally defensible. (Ongoing)
- Task 9.1.3. The Fisheries Program will cooperatively develop or update quality assurance/quality control guidelines (including methodologies and peer review practices for proposals, study plans, reports, databases etc.) for applied research to ensure it is state-of-the-art, scientifically sound, legally defensible. This information will be shared with other Service programs, Tribes, states, partners, and other stakeholders. (2006)
- Task 9.1.4. The Fisheries Program will encourage publication of applied research in peer-reviewed scientific journals in order to disseminate information and help ensure that it is state-of-the-art, scientifically sound, and legally defensible. (Ongoing)
- Task 9.1.5. The Fisheries Program will encourage applied research staff to develop strong relationships with their scientific peers in academia by participating in scientific organizations, serving on thesis or academic committees, and/or sponsoring graduate student applied research projects that fill Service needs. (Ongoing)
- Task 9.1.6. The Fisheries Program will encourage and assist applied research staff to upgrade or acquire skills required for developing and using state-of-the-art, scientifically sound, legally defensible science by taking course work in fisheries related topics and training related to experimental design, scientific methods, peer review, and scientific ethics. (Ongoing)
- Task 9.1.7. The Fisheries Program will develop and manage a regional scientific review team that will assist with timely reviews of proposals, study plans, statistical designs and analyses, and reports. (2006)
- Task 9.1.8. The Fisheries Program will develop a regional scientific evaluation team for each station. The team will meet annually to discuss whether each station: 1) followed appropriate protocols for developing and sharing state-of-the-art, scientifically sound, legally defensible scientific information and technologies and 2) met its goals for developing and sharing scientific information and technologies. (2005)

<u>Regional Objective 9.2.</u> Develop and share state-of-the-art, scientifically sound, legally defensible scientific and technological tools with other Service programs, Tribes, states, and partners, and other stakeholders.

Task 9.2.1. The Fisheries program will work with Tribes, states, partners, and other stakeholders to promote and develop interagency technical and management forums. The forums will lead to improved understanding of currently available scientific information and technologies, shortcomings and data gaps in existing scientific information and technologies, and priority needs for new scientific information and technology. This effort will include collaboration to: 1) share existing available funds, 2) seek new funds, and 3) distribute the workload. (2005)

Task 9.2.2. The Fisheries Program will initiate meetings with other Service programs in order to leverage available funding and expertise, maximize the attainment of aquatic resource conservation goals, and share state-of-the-art, scientifically sound, legally defensible scientific and technological tools and expertise. (Annually)

Task 9.2.3. The Fisheries Program will continue to participate in the Pacific Region's hatchery and fisheries management workshop and invite other Service programs, Tribes, states, partners, and other stakeholders; workshops will be designed to help identify and resolve aquatic resource management problems, explore new management opportunities, maintain productive working relationships, and share state-of-the-art, scientifically sound, legally defensible scientific and technological tools. (Annually)

Task 9.2.4. The Fisheries Program will supervise development of a website to provide relevant science and technology updates, published reports, technical information briefs, and overviews of ongoing research projects to Tribes, states, partners, and other stakeholders. (2005)

<u>Regional Objective 9.3.</u> Develop and update databases to store biological and management information for monitoring and evaluation.

Task 9.3.1. The ARD Fisheries will fill the vacant Data and Information Management position in the Regional Office. The Data and Information Manager will develop strategies and protocols for regional data, database, and information management. (2004)

Task 9.3.2. The Fisheries Program will develop, manage, and update user-friendly and readily available databases of information about Service hatchery and natural origin stocks (origin, phenotypic characteristics, genetics, straying, tagging and marking, health, habitat etc.) and will share the information with other Service programs, Tribes, states, partners, and other stakeholders. (2008)

Aquatic Habitat Conservation & Management

Current Pacific Region Fisheries Program involvement in aquatic habitat issues varies among its field offices. However, they all recognize the value and importance of being engaged in addressing the need for better quality habitats for fish, especially those listed under the Endangered Species Act. In the past, FROs and FWOs have been directly engaged in a number of independent and partnership projects with other agencies to conserve and restore watershed and riparian habitat. For example, the Western Washington FWO has responsibility for administration and implementation of the Congressionally mandated Chehalis Fisheries Restoration Program. The Red Bluff, Stockton, and Arcata FWOs conduct extensive habitat investigative and restoration activities in the Central Valley, San Francisco Bay, and Klamath and Trinity river ecosystems. In addition, the Service's Partners for Fish and Wildlife program provides a vehicle for FROs and FWOs to assist efforts on private lands. FROs and FWOs have also provided technical assistance in performing habitat evaluations for land acquisitions. Additionally, since the Fisheries Program has a minimal land-base, most efforts are done in cooperation with other federal agencies, states, Tribes, and private entities.

More scientific information on anadromous and resident fish habitat requirements is needed. Sound scientific information, best available management practices, and more emphasis on habitat protection and restoration are important to the conservation and rebuilding of declining fish populations and the recovery of listed fish species. Developing needed expertise, such as fluvial geomorphology for stream habitat restoration, requires extensive training and continuous experience. Most FRO and FWO habitat restoration projects are small and of short duration (e.g., passage projects, local Salmon Enhancement Groups) which are not conducive to keeping experienced and trained staff engaged.

While the needs for aquatic habitat protection and restoration are many, there is a major void in the monitoring and evaluation of completed habitat improvement projects. In order to take a full watershed approach to ecosystem restoration, monitoring and evaluations are needed to determine the effectiveness of habitat restoration efforts and the impacts of such activities on all aquatic species. FROs and FWOs are positioned to fill this void since they have extensive experience with monitoring and evaluation of hatchery programs and the accountability of ensuring that improvement projects are increasing populations.

<u>National Goal</u>: America's streams, lakes, estuaries, and wetlands are functional ecosystems that support self-sustaining communities of fish and other aquatic resources. <u>National Objectives</u>:

- 6.1 Facilitate management of aquatic habitats on national and regional scales.
- 6.2 Expand the use of Fisheries Program expertise to avoid, minimize or mitigate impacts of habitat alteration on fish and other aquatic species.
- 6.3 Increase the quantity and improve the quality of aquatic and riparian habitat on Service lands.

Regional Goal: Expand collaboration between the Fisheries Program and its partners to protect, conserve, and restore aquatic habitats that support self-sustaining communities of fish and other aquatic resources.

<u>Regional Objective 10.1.</u> The Fisheries Program will facilitate management of aquatic habitats on national and regional scales by working with Tribes, states, partners and other stakeholders.

- Task 10.1.1. The Fisheries Program will participate in water management forums and subbasin planning efforts to ensure that habitat requirements for fish and other aquatic species are included. (Ongoing)
- Task 10.1.2. FROs and FWOs will work with Tribes, states, partners and other stakeholders to identify opportunities and roles for the Fisheries Program in the implementation of habitat restoration projects. They will develop FONS projects to include monitoring and evaluation as an integral component of joint management actions. (2008)
- Task 10.1.3. The Fisheries Program will work with other Regions, Tribes, states, partners and other stakeholders to explore the benefits of a National Aquatic Habitat Plan and the appropriate role for the Fisheries Program in its development and implementation. (2008)
- Task 10.1.4. FROs and FWOs, in collaboration with the ES Program, will be engaged in the planning and implementation of projects to assess current habitat quality and quantity in watersheds supporting Service listed species. (2008)
- Task 10.1.5. The Fisheries Program will participate in local watershed groups in priority areas, to ensure that habitat requirements for fish and other aquatic species are addressed. Participation will help identify funding opportunities and provide technical assistance with project design and monitoring and evaluation planning. (2007)

<u>Regional Objective 10.2.</u> The Fisheries Program will enhance and focus the use of its expertise to assist in avoiding, minimizing, or mitigating impacts of habitat alteration on aquatic species and the monitoring and evaluation of completed projects.

- Task 10.2.1. FROs and FWOs, in collaboration with the ES Program, will assess what habitat protection and restoration programs they are currently conducting, utilize a database to track restoration projects, identify priority habitats that need greater habitat protection and restoration, and develop steps to improve their capabilities and involve partners. (2005)
- Task 10.2.2. The Fisheries Program will work with Tribes, states, partners and other stakeholders on instream flow studies and water management assessments to provide information in regulatory and legal processes that protect Service trust species. (Ongoing)
- Task 10.2.3. The Fisheries Program will develop its expertise and participate in regional forums for assessing, modeling, and discussing opportunities for improving mainstem river habitat, fish passage, and emigration survival. (Ongoing)

- Task 10.2.4. FROs and FWOs will develop FONS projects that, when appropriated funds are provided, will contribute towards expanding the ability of the Fisheries Program to engage in the monitoring and evaluation of habitat restoration and conservation projects in watersheds supporting listed species. (Annually)
- Task 10.2.5. The Fisheries Program will work with the ES Program to: 1) discuss regional Fisheries Program policy, goals and objectives concerning aquatic habitat conservation; 2) share accomplishments in the conservation of aquatic habitats; and 3) identify opportunities for a collaborative role with the ES Program in restoring key habitats. (Annually)
- Task 10.2.6. FROs and FWOs will disseminate scientific information and share their results from evaluation projects on habitat conservation and restoration measures with the ES Program, Tribes, states, and other partners. (Annually)
- Task 10.2.7. FROs and FWOs will expand its efforts (e.g. Fisheries Restoration Irrigation Mitigation Act, Fish Passage culverts, Fish Passage Database) to work with Tribes, states, partners and other stakeholders to identify, provide access above, or remove barriers to fish migration. (2007)
- Task 10.2.8. FROs and FWOs will work with the ES Program to increase monitoring and evaluation capabilities to assess and track the success of the Pacific Region's habitat restoration efforts. (2008)
- Task 10.2.9. FROs and FWOs will work with the ES Program to increase monitoring and evaluation projects to assess and track the success of implemented Recovery Plan measures. (2008)
- Task 10.2.10. FROs and FWOs will coordinate with the ES Program, to identify, develop, and maintain expertise (e.g., fluvial geomorphology) for recommending and conducting aquatic habitat restoration projects to restore declining fish population and prevent future listings. (2008)
- <u>Regional Objective 10.3.</u> FROs and FWOs will coordinate with NWRs having priority species or key habitats to identify and implement opportunities for increasing the quantity and improving the quality of aquatic and riparian habitat.
 - Task 10.3.1. FROs and FWOs will work with NWRs to develop and implement strategies for increasing or developing aquatic habitat conservation programs on Service lands that contain Service priority species. (2008)
 - Task 10.3.2. FROs and FWOs will continue to work with NWRs to evaluate the Fisheries and Aquatic Resource components of the Land Acquisition Priority System. (2008)

Task 10.3.3. FROs and FWOs will work with NWRs, to identify opportunities for land protection proposals that benefit priority species of fish and other key aquatic resources. (2008)

Task 10.3.4. FROs and FWOs will assist NWRs in the planning and implementation of projects to assess aquatic and riparian habitat condition. (2008)

<u>Regional Objective 10.4.</u> The Fisheries Program will upgrade its facilities to ensure we meet environmental requirements for water quality as defined by federal, state, and tribal laws.

Task 10.4.1. The Fisheries Program will take appropriate measures to upgrade its facilities to ensure we meet National Pollutant Discharge Elimination System permit requirements. (2008)

Task 10.4.2. The Fisheries Program will take appropriate measures to upgrade its facilities to ensure we meet new Environmental Protection Agency Effluent Limitations Guidelines and New Source Performance Standards for the Concentrated Aquatic Animal Production Point Source Category standards after they are issued in June, 2004. (2008)

Focus Area: Workforce Management

The Fisheries Program relies on a broad range of professionals to accomplish its mission: managers, administrators, scientists, program assistants, animal caretakers, and maintenance workers. Without their skills and dedication, the Fisheries Program cannot succeed. Employees must be trained and equipped in order to perform their jobs safely, often under demanding environmental conditions, and must keep abreast of the constantly expanding science of fish and aquatic resource management and conservation. Currently the Program has a number of identified vacant positions for which there is insufficient funding. Besides salaries and benefits, additional funding would be needed to cover moving expenses (if applicable), start-up equipment (uniforms, computer, furniture, additional utilities, etc.), and training expenses. Also needed is the recruitment of expertise currently lacking in the Pacific Region. Thus the initial step in addressing workforce management is to identify the current unfilled vacancies and develop a list of additional positions based on expertise needs and regional priorities. Most of the Service's hiring guidelines are defined by the Office of Personnel Management. However, the Service's hiring process can still be time consuming due to the Division of Human Resources priorities and workloads, and the need for oversight by the ARD Fisheries and CNO Fisheries. The second step will be for the ARD Fisheries, CNO Fisheries, and the Division of Human Resources to review the Service's the hiring process to identify Fisheries Program priorities and process efficiencies.

<u>National Goal</u>: Maintain and support an adequately-sized, strategically positioned workforce with state-of-the-art training, equipment, and technologies in their career fields.

National Objectives:

- 7.1. Staff Fisheries Program field stations at levels adequate to effectively meet the Service's goals and objectives in fish and other aquatic resource conservation.
- 7.2. Provide employees with opportunities to maintain competencies in the expanding knowledge and technologies needed to improve opportunities for professional achievement, advancement, and recognition.
- 7.3. Provide employees with access to facilities and equipment needed to effectively, efficiently and safely perform their jobs.

Regional Goal: Actively recruit, support, and position a diverse, effective and motivated workforce capable of meeting employee and partner expectations of activities associated with fish and other aquatic resource conservation and management.

<u>Regional Objective 11.1.</u> Identify the critical staff and functions needed to support various types and sizes of Pacific Region's Fisheries Program offices and to be able to fill critical vacancies and gaps in the current workforce with well-qualified individuals.

Task 11.1.1. The Fisheries Program will establish a Regional Management Team to begin the triennial review and prioritization of Regional expertise needs to mission critical goals. (2004)

- Task 11.1.2. The Fisheries Program will review and prioritize staffing levels needed to meet mission critical goals for the next fiscal year. (Annually)
- Task 11.1.3. The Fisheries Program will identify additional base and/or targeted funding sources for hiring new staff. (Annually)
- Task 11.1.4. The Fisheries Program will work with the Division of Human Resources to review and update all Standard Position Descriptions. (2004)
- Task 11.1.5. In an attempt to improve upon the current process, the ARD Fisheries and CNO Fisheries will work with Chief of the Division of Human Resources to promote priorities and efficiencies in the hiring process. (2004)
- Task 11.1.6. The Fisheries Program will recruit well qualified individuals to address focus areas in this *Strategic Plan*. (2005)

<u>Regional Objective 11.2.</u> The Fisheries Program will train and develop employees for the most effective utilization of their skills and positions.

- Task 11.2.1. Training, mentoring, and employee development will become a critical element for evaluating all supervisors. (Ongoing)
- Task 11.2.2. Fisheries Program supervisors will review all employee position descriptions for accuracy and revise/amend as needed. (Annually)
- Task 11.2.3. The Fisheries Program will identify the training needs and associated costs for current staff. (Annually)
- Task 11.2.4. Using information developed in Tasks 11.2.1 and 11.2.2, ARD Fisheries and CNO Fisheries will work with the National Conservation and Training Center and other training sources to biennially review and develop training opportunities to meet competencies levels. (2005)
- Task 11.2.5. The Fisheries Program will identify the annual cost of attaining the goal of providing at least 40 hours of training for each employee and demonstrate an annual improvement of 10 percent until full training needs are met. (Annually)
- Task 11.2.6. The Fisheries Program will recognize employee accomplishments with performance awards. (Annually)
- Task 11.2.7. The Fisheries Program will identify additional funding for awards which can be used by Fisheries Program offices. (Annually)

<u>Regional Objective 11.3.</u> Ensure Fisheries Program employees are equipped with the technology, tools, and equipment to effectively and efficiently conduct their jobs.

- Task 11.3.1. The Fisheries Program will use the Real Property Inventory, Condition Assessment, and Service Asset Maintenance Management System databases to track maintenance and inventory, catalog equipment condition and effective operational life span, and prioritize maintenance and replacement needs. (Annually)
- Task 11.3.2. The Fisheries Program will update and implement a five year equipment purchase replacement plan in order to identify emerging needs for station and personnel computer, software, biotechnology, and equipment. (Annually)
- Task 11.3.3. The Fisheries Program will explore with the Washington Office adding FRO and FWO equipment needs into the national maintenance database. (Annually)

Implementation

This *Strategic Plan* will be implemented through activities guided by Work Activity Guidelines (WAG) that contain programmatic and station specific direction. These WAGs will be based on national and regional criteria in deciding what activities can be addressed. The criteria are based on the identification of a federal role and a determination of whether the Service is the most appropriate federal agency and the Fisheries Program as the most appropriate program within the Service to take the lead role or participate. The Service will weigh proposed and potential activities by:

- The strength of federal authority and responsibility;
- The extent to which our efforts will complement others in the fisheries and aquatic resource conservation community;
- The likelihood that our efforts will produce measurable resource results;
- The likelihood that our efforts will produce significant economic or social benefits;
- The extent of partner support; and
- The availability of funds to fully accomplish the task.

Evaluation and Reporting

Determining the success of implementing the *Strategic Plan* will be based on annually monitoring and evaluating accomplishments. The evaluation feedback will supply information needed to "fine tune" regional Fisheries Program priorities, annual operational plans, and budgets.

Equally important is communicating successes and failures to Tribes, states, partners, other stakeholders, Congress, and the Administration. The Fisheries Program will annually report on its progress towards achieving strategic plan objectives through meetings with the Tribes, states, partners and other stakeholders and with each budget submission to Congress. More comprehensive reports to our partners and Congress may be written biennially, as appropriate.

Inventory and Revision

This *Strategic Plan* will guide the Fisheries Program for the next five years, through the 2008 fiscal year. As identified in the "Accountability Focus Area" (Tasks 2.1.1 and 2.2.1), during the 2005 and 2007, the Fisheries program, with input from Tribes, states, partners and other stakeholders will assess: 1) the status of the Pacific Region's aquatic resources in order to determine where and how much progress has been made in conserving the region's fisheries over the previous five years; and 2) the structure, role, and effectiveness of the Fisheries Program. Conclusions drawn from these assessments will serve to guide revisions of the *Strategic Plan*.

Regional Contact Information

This *Strategic Plan* was prepared through the efforts and contributions of a vast number of individuals within the Pacific Region, as well as Tribes, states, partners and other stakeholders. Our thanks go out to all who contributed their valuable time and shared their insightful perspectives to aide the Fisheries Program in developing this document. For more information concerning the development, refinement, and/or implementation of the information presented in this document, please feel free to contact or write to the following individuals/offices.

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Glossary of Terms and Definitions

The following are the standard Fisheries Program definitions, nationwide, for terms used in the the Pacific Region *Strategic Plan*.

Agreement

Any document approved by two or more parties that identifies their roles and responsibilities in achieving mutual objectives (e.g. Memorandum of Agreement, Memorandum of Understanding, Cooperative Agreement, Grant, Contract) (FWS Native American Policy).

Applied Science

Science used in actual practice or used to work out actual problems.

Approved

Agreed upon and sanctioned by the parties involved.

Aquatic Nuisance Species

Introduced, exotic, or transplanted species, including viruses, bacteria, protozoans, and parasites, that threaten the diversity or abundance of native species or the ecological stability of infested waters, or commercial, agricultural, aquacultural or recreational activities dependent on those waters.

Asset

An individual item or group of similar items of real property valued at \$5,000 or more that is/are documented in the Real Property Inventory, or individual item of equipment that is documented in the Personal Property Inventory.

Baseline

Any historic or collected data that is used as a control or "benchmark" to make comparisons with expected or actual conditions.

Broodstock Maintenance

An activity that provides direct or indirect contribution to maintaining spawning population of aquatic species to produce eggs or milt for hatchery propagation programs and conservation efforts. This includes the stocking of retired, excess, or culled broodstock.

Candidate Species

Any species being considered by the Secretary for listing as an endangered or a threatened species, but not yet the subject of a proposed rule.

Challenges/Opportunities

Pertaining to Regional Fisheries Program strategic plans, refers to explicit obstacles (challenges) that stand in the path of accomplishing objectives, and favorable circumstances (opportunities) for progress or advancement.

Community

An assemblage of multiple species populations occupying a given area.

Condition Assessment

Periodic inspection by qualified personnel to fully determine and document the existence and condition of an asset or item of equipment and identify maintenance needs and associated repair costs, if any.

Conservation

Management, restoration, and protection of self-sustaining and imperiled species populations.

Conservation Exchange

An activity the Service performs for a non-Federal entity in return for that entity fulfilling an activity that meets a Service need.

Cooperative Agreements

See Grant.

Delisting

A process for removing a species from the lists of threatened and endangered species, pursuant to 50 C.F.R. 424.11.

Depleted Population

A population whose abundance or other appropriate measure is below its management goals, or, in the absence of management goals, a population considered to be below historical levels. Does not include populations listed as candidate, threatened, or endangered under the *Endangered Species Act*.

Distribution

The act of releasing aquatic species from one station to a body of water or to another station.

DOI Authority or Influence

Owned or regulated by the Department of the Interior, or where the Department has a partnership role, or where DOI has jurisdiction because of listed species, i.e. critical habitat.

Ecosystem

A geographic area including all the living organisms (people, plants, animals, and microorganisms), their physical surroundings (such as soil, water, and air), and the natural cycles that sustain them (http://ecosystems.fws.gov/). For purposes of the Fisheries Program, ecosystems are delineated along the 53 FWS ecosystem units.

Ecosystem Plan

A planning document for the restoration and/or management of any of the 53 standard FWS ecosystem units or other appropriate scale. Generally describes the historic and current characteristics of the ecosystem and outlines goals, objectives, and/or recommendations to

maintain or re-establish its function to a state of being at, or somewhere between, its historic state and current functional state.

Effluent

Water and associated suspended and dissolved materials included within the discharge stream (point-source or otherwise) from a facility using water (e.g., aquaculture facility/NFHS cultural station).

Endangered Species

A species listed under the *Endangered Species Act* as being in danger of extinction throughout all or a significant portion of its range.

Enhancement (Population)

Stocking fish or other aquatic species to augment existing native populations with additional individuals in order to reach self-sustaining population levels, appropriate genetic diversity, or improve a fishery. Population-specific criteria for achievement of enhancement are defined in a plan or agreement.

Enhancement (Habitat)

The manipulation of the physical, chemical, or biological characteristics of a habitat site (undisturbed or degraded) to heighten, intensify, or improve specific function(s) or to change the growth stage or composition of the vegetation present. Enhancement is undertaken for a purpose such as water quality improvement, flood water retention or wildlife habitat. Enhancement results in a change in habitat function(s), but does not result in a gain in habitat size (e.g., length, area, or volume). This term includes activities commonly associated with the terms, improvement, enhancement, management, manipulation, or directed alteration. Site-specific criteria for achievement of enhancement are defined in a plan or agreement.

EPA Approved Water Quality Standards

The Water Quality Standards Regulation (40 CFR 131) describes State requirements and procedures for developing, reviewing, revising, and adopting water quality standards (WAS), and EPA requirements and procedure for reviewing, approving, disapproving, and promulgating water quality standards as authorized by section 303 (c) of the *Clean Water Act*.

Facility

An individual item or group of <u>related</u> items of real property valued at \$5,000 or more and documented in the Real Property Inventory, and is not used to refer to a field station, which is an aggregate of "facilities".

Facility Condition Index (FCI)

The FCI is the ratio of accumulated deferred maintenance to the current replacement value of a property item. A ratio of less than 5% indicates a "good" condition, a ratio from 5% to 10% indicates "fair" condition, and a ratio greater than 10% indicates "poor" condition. FCI is an indicator of the depleted value of a bureau's constructed assets. In other words, the FCI illustrates the percentage of its assets value that a bureau would have to spend to eliminate the deferred maintenance backlog.

Fish Passage

Unobstructed pathway allowing movement in and out of habitats previously unavailable or limited due to a barrier, for use in completing life history requirements.

Fish Passage Barrier

A manmade device or influence that prevents or inhibits fish or other aquatic species from reaching historic habitats. Barrier includes, but is not restricted to, dams, culverts, inefficient fishways, water diversions, ineffective screens, and inadequate flows.

Fishery Management Plan

A planning document for the conservation of one or more fisheries. See also 'Management Plan.'

FWMA (Fish and Wildlife Management Assistance)

A programmatic organizational branch in the Washington Office that administers funds from 1331 (Anadromous Fish Management) and most of 1332 (Fish and Wildlife Assistance) of the Fish and Wildlife Service annual budget. These funds support activities at 64 Fish and Wildlife Management Assistance offices (also sometimes known as Fishery Resources Offices, Fish and Wildlife Resource Offices, etc.) throughout the nation. Most of these activities are part of the Fisheries program, though FWMA also includes wildlife management assistance on tribal lands.

Friends Group

Any formal organization whose mission is to support the goals and purposes of its associated Fishery and/or Refuge programs of the U.S. Fish and Wildlife Service.

Goal

A general description of what the group seeks to accomplish and for whom.

GPRA

The Government Performance and Results Act of 1993, which requires Federal agencies to establish standards measuring their performance and effectiveness; and to develop strategic plans describing overall goals and objectives, annual performance plans with quantifiable measures of their progress, and reports describing their success in meeting standards and measures.

Grants

An award of financial assistance, including cooperative agreements, in the form of money, or property in lieu of money, by the Federal Government to an eligible grantee. The term does not include technical assistance which provides services instead of money, or other assistance in the form of revenue sharing, loans, loan guarantees, interest subsidies, insurance, or direct appropriations. Also, the term does not include assistance, such as a fellowship or other lump sum award, which the grantee is not required to account for. Grantee means the government (or other recipient) to which a grant is awarded and which is accountable for the use of the funds provided. The grantee is the entire legal entity even if only a particular component of the entity is designated in the grant award document. A grant or cooperative agreement shall be used only when the principal purpose of a transaction is to accomplish a public purpose of support or stimulation authorized by Federal statute. The statutory criterion for choosing between grants and

cooperative agreements is that for the latter (cooperative agreements), "substantial involvement is expected between the executive agency and the State, local government, or other recipient when carrying out the activity contemplated in the agreement."

Habitat Assessment

Any one of many standard surveys to evaluate the chemical, physical, and/or biological characteristics of a specified area of land and/or water as habitat for a population, species, or community. Examples include baseline inventories, evaluations of management actions, and monitoring of changes over time.

Hatchery Propagation

Includes natural or artificial matings, fertilization of sex cells, transfer of embryos, development of offspring, and grow out of individuals of a species in a controlled environment.

Imperiled Species

Any species listed as threatened or endangered under the authority of the *Endangered Species Act*, considered a candidate for listing, or its population is in a steep decline.

Indirect Infrastructure

NFHS Real Property Inventory assets, other than mission critical assets, that support carrying out the mission of the field station (e.g., office buildings, storage buildings, residences, roads, fences, kiosks, signs, above-ground fuel tanks).

Information Transfers Supported

Activities conducted to provide technical information, expertise and programmatic information to partners and stakeholders to facilitate the prevention, early detection, rapid response, control and management, and education and outreach of aquatic invasive species. Includes technical assistance to other Service programs, Refuges, other Federal agencies and their lands, States, local governments, Tribes, private landowners, industries, non-governmental institutions, academic institutions and international partners. It does not include specific public awareness campaigns and State ANS management plans, or formal partnership opportunities such as the Regional Panels of the ANSTF.

In-stream or Instream

The area within the confined width and depth of a flowing watercourse at or below bank-full stage.

Intergovernmental Personnel Act

Permits the temporary assignment of personnel between Federal agencies, State and local governments, federally recognized tribes, and other eligible organizations, in order to facilitate Federal-State-local government cooperation or to develop programs of mutual concern through the short-term, temporary assignment of skilled personnel.

Interjurisdictional Fisheries

Freshwater, coastal, or marine fish populations managed by two or more states, nations, or tribal governments because of their geographic distribution or migratory patterns.

International Water

Waters of international interest, including waters that border or flow through two or more nations (e.g., Great Lakes, Yukon River, etc.).

Introduction

The intentional or unintentional escape, release, dissemination, or placement of a species into an ecosystem as a result of human activity.

Invasive

Any non-native species whose introduction does or is likely to cause economic or environmental harm or harm to human health.

Legal Mandate

An action required by law or Federal court order.

Leverage

To increase means of accomplishing a purpose by providing additional resources. Can include, but is not limited to, providing funds, equipment, or personnel from an outside source.

Listed Species

Any species of fish, wildlife, or plant which has been determined to be endangered or threatened under section 4 of the *Endangered Species Act* (50 C.F.R. 402.02).

Local Water

Waters owned by a local (e.g. county or city) government.

Management Plan

A broadly-used term to describe a planning document for the manipulation of natural resources in order to achieve societal goals. Can be specific to a species, population, community, watershed, ecosystem, or other location, or for activities including recovery, restoration, control, or use. Generally describes the historic and current resource characteristics or functions and outlines goals and objectives to establish or maintain those characteristics or functions at a desired condition. It further describes specific actions and timetables by the participants to achieve those goals and a format to report progress towards this accomplishment.

Mission Critical Asset

Any asset that is critical to completing the mission of the NFHS station. Currently, this is limited to mission critical water management assets at each station (wells, pumps, raceways, electrical and alarm systems, etc.).

Mission Critical Water Management Asset

Those water related real property inventory items located on a NFHS field station essential to the mission of that facility directly impacting the production, holding, rearing, or distribution of aquatic species.

Mitigation

Activities contributing to preserving aquatic resources and offsetting aquatic and habitat resource loss due to water projects developed by the Federal government. Mitigation includes propagation of native species to preserve them from potential extinction as well as propagation of non-native species to fill vacant niches in severely altered habitat (e.g., reservoirs and tail waters) where native species can no longer survive or reestablish self-sustaining populations.

Mitigation Plan

A written document describing activities compensating for the impact (usually reductions in natural fish production caused by Federal water resource development projects) by replacing or providing substitute resources or environments.

Mitigation Production Target

A production target as identified in a mitigation plan. The planned number/pounds of fish to be distributed from hatchery.

Native Species

Any species within historic range, the area occupied at the time of European colonization of North America.

New Animal Drug Application (NADAs)

The formal application and accompanying technical data sections submitted to the Food and Drug Administration (FDA) to demonstrate that a drug (not yet approved) is safe and effective for use on animal(s) and disease(s) indicated on the label. To be approved by FDA, the technical sections must demonstrate that the drug is safe to the animal(s) indicated on the label, safe to humans who may eat the animal(s) treated with the drug (in the case of food animals), safe to the environment as a result of its being manufactured and used, and that the drug is effective in treating or preventing the conditions indicated on the label.

NFHS Stations

National Fish Hatchery System stations. Includes fish hatcheries, fish technology centers, fish health centers and historic fish hatcheries that are managed by the U.S. Fish and Wildlife Service.

Nonindigenous Species

Any species or other viable biological material that enters an ecosystem beyond its historic range, including any such organism transferred from one country into another (16 U.S.C. 4702). Synonyms: non-native, introduced, exotic, transplanted, alien.

Objective

A specific statement of what the group intends to accomplish, stated in ways that can be measured and monitored. Several objectives may be written to address each goal.

Outreach and Education Events

A time-specific gathering of Fisheries Program staff and an audience of selected individuals, organizations, or the general public for the purpose of providing the audience with information on aquatic resource conservation, recreational fishing, and/or the functions of the U.S. Fish and Wildlife Service.

Partner

Any individual, organization, or agency working with the other to meet common objectives by contributing capital towards shared activities.

Planning

An integrated system that includes all activities leading to the development and implementation of goals, objectives, operational strategies, and progress evaluation.

Population

A discrete group of individuals of a single species or lesser taxon that is defined by its reproductive isolation and/or geographical distribution (e.g., management unit). Captive fish and their progeny held in captivity do not constitute a discrete population.

Population Assessment

A broad category of biological surveys conducted to determine population characteristics of a species. Examples include baseline inventories, evaluations of management actions, and monitoring of changes over time of population parameters (e.g., abundance, distribution, genetics, sex ratios, recruitment, and growth rate).

Private Water

Waters owned by private citizens.

Project

A particular activity (e.g., a population assessment) or interrelated group of activities to implement a tactic and contribute towards meeting a planned objective.

Recovery

Improvement in the status of listed species to the point at which listing is no longer appropriate under the criteria set out in section 4(a)(1) of the *Endangered Species Act*.

Recovery Plan

A planning document pursuant to the *Endangered Species Act* for the conservation and survival of Federally listed species.

Recreational

An activity which provides or enhances public opportunities such as fishing, hunting, and wildlife watching.

Refugia

Isolated areas or facilities in which imperiled wild or captive produced organisms can be held in protection, preferably for short periods of time but possibly long-term.

Rehabilitation (Habitat)

The manipulation of the physical, chemical, or biological characteristics of a site with the goal of repairing natural/historic functions of degraded habitats. Rehabilitation results in a gain in habitat function but does not result in a gain in habitat size (e.g., length, area, or volume). Site-specific criteria for achievement of rehabilitation are defined in a plan or agreement.

Replacement Value

The costs to substitute or exchange an existing asset, asset component, or item of equipment for another having the capacity to perform the same function. Also known as "Replacement Costs."

Research

An activity that directly or indirectly supports gathering, analyzing, and disseminating scientific information.

Restoration (Habitat)

The manipulation of the physical, chemical, or biological characteristics of a site with the goal of returning natural/historic functions to a former or degraded habitat. Site-specific criteria for achievement of restoration are defined in a plan or agreement. Habitat restoration is divided into re-establishment and rehabilitation.

Restoration (Population)

The process of returning the quantity and/or quality of one or more depleted or extirpated populations to some previous condition, often a baseline established to meet goals and objectives in a plan or agreement.

Riparian

A landscape position - lands contiguous to perennial or intermittent streams, channels and rivers. Riparian areas may include upland, wetland, and riparian plant communities.

Self-sustaining

Capable of maintaining itself independently.

Sound Science

Science that is conducted with adherence to previously established and widely accepted scientific methods and protocols.

Species of Management Concern

Any species subject to management by the Department due to statutory or programmatic responsibility.

Stabilized

Species in the wild whose numbers have remained relatively constant and whose threats are relatively constant. Stable does not mean secure.

Stakeholder

Any agency, group, or individual that can place a claim on the agency's attention, resources or outputs, or who sees themselves as affected by agency actions or who can affect the agency's future.

Status Review

A process pursuant to 16 U.S.C. 1533(b) as a basis for determination of endangered and threatened species.

Subsistence

The practice of taking fish, wildlife or other wild resources for one's sustenance - for food, shelter or other personal or family needs.

Sustainable

A population whose abundance or other appropriate measure is at or above its management goals, or, in the absence of management goals, a population indicated to be healthy by the best available scientific or anecdotal evidence.

Tactic

An operational approach chosen to overcome a stated problem, also sometimes referred to as "strategy".

Task

An assigned piece of work often to be finished within a certain time.

Technical Assistance

Expertise, information, or other help provided by the Service upon request by a partner or stakeholder to facilitate the development, enhancement, and management of fish and wildlife resources (e.g. direct on-site support, information transfer, and baseline inventories) (*adapted from* FWS FY 2003 Annual Performance Plan and FWS Native American Policy). Record all activities (including communications) related to one issue or project as one request for technical assistance fulfilled. Technical assistance is not consultation. In the most general terms, consultation is initiated by the Service and technical assistance is initiated by a partner or stakeholder.

Technical Section

Part of the New Animal Drug Application package that includes corroborative and pivotal data from studies conducted at both Service, and other Federal State, Tribal, and private facilities using drugs under Service INAD's.

(New) Techniques and Culture Technology Tools

Tasks and activities associated with new (i.e. never before developed) techniques and advances in applied fisheries science and fish culture.

Threatened Species

Any species listed under the *Endangered Species Act* that is likely to become endangered within the foreseeable future throughout all or a significant portion of its range.

Tribal Consultation

A request by the Service for information or feedback from Native American governments regarding the management of fish and wildlife resources for which trust responsibilities and other fiduciary obligations are attached to the United States. Occurs when the Service initiates discussions with tribal officials regarding a pending federal action (e.g. designation of critical habitat, rule making, or listing species). Consultation could be legally mandated or could be a voluntary effort by the Service to gain tribal perspective to an issue or action. All consultations must comply with current Federal Native American policies, including Secretarial Order Nos. 3206, 3175, and Executive Order 13175. Record all communications related to one issue or action as one consultation. Consultation is not technical assistance. In the most general terms, consultation is initiated by the Service and technical assistance is initiated by a partner or stakeholder.

Tribal Trust Responsibility

The fiduciary obligations that attach to the U.S. as trustee of the assets and resources that the U.S. holds in trust for Native American governments and their members, the treaty and statutory obligations of the U.S. toward Native American governments and their members, and other legal obligations that attach to the U.S. by virtue of the special relationship between the Federal Government and Native American governments. The identification and quantification of trust assets is recognized as an ongoing and evolving process.

Tribe

Federally recognized tribes as regarded by Federal law and formally identified by the Department of the Interior.

Upland

Land or an area of land lying above the level where water flows or where flooding occurs.

Watershed

A standard eight digit USGS cataloging unit representing part or all of a surface drainage basin, a combination of drainage basins, or a distinct hydrologic feature. The USGS divides the United States into 2150 cataloging units, which are the fourth level of classification in the USGS Hydrologic Unit system.

Watershed Plan

A planning document for the restoration and/or management of any of the USGS cataloging units or other appropriate scale. Generally describes the historic and current characteristics of the watershed and outlines goals, objectives, and partner roles to maintain or re-establish its function to a state of being at, or somewhere between, its historic state and current functional state.

Wetland

Lands transitional between terrestrial and aquatic systems where the water table is usually at or near the surface or the land is covered by shallow water. For purposes of this classification, wetlands must have one or more of the following three attributes: (1) at least periodically the land supports predominantly hydrophytes; (2) the substrate is predominantly undrained hydric soils; and (3) the substrate is nonsoil and is saturated with water or covered by shallow water at some time during the growing season of each year. By definition wetlands include areas meeting specific criteria included in the 1987 Corps of Engineers Wetlands Delineation Manual, as well as in the USDA-NRCS's National Food Security Act Manual.

Wild Fish Health Survey

A formalized national partnership of Service, State and Tribal resource agencies to document the national distribution of fish pathogens, including viruses, in free-ranging fish. Its use allows for management decisions based on greater levels of science-based information and is publicly available on the web.

Appendix A: Program Performance Summary Fish and Wildlife Management

Program Performance Summary - Fish and Wildlife Management

(Report percentages as numerator and denominator. Report units separately, e.g., wetland acres and upland acres. Each measure is more clearly defined in the Regional Strategic Plan Guidelines.)

DOI Strategic Goal: Resource Protection					
DOI End Outcome Goal: PEO.2. Sustain biological consistent with obligations regarding the allotment a		n DOI managed a	and influenced lar	nds and waters in	a manner
DOI End Outcome Measure	2004	2005	2006	2007	2008
PEM.2.01. % of species of management concern that are managed to self-sustaining levels, in cooperation with affected States and others, as defined in approved management plans	18/42	18/42	18/42	18/42	19/42
PEM.2.02. % of threatened or endangered species listed a decade or more that are stabilized or improved	13/18	13/18	13/18	13/18	13/18
PEM.2.03. % of candidate species where listing is unnecessary as a result of conservation actions or agreements	3/5	3/5	3/5	3/5	3/5
PEM.2.04. % change from baseline in the number of acres infested with invasive plant species					
PEM.2.05. % change from baseline in the number of invasive species populations					
DOI Intermediate Strategy: PIO.2.1. Create habit	at conditions for b	piological commu	nities to flourish		
DOI Intermediate Measure / FWM Performance Measure	2004	2005	2006	2007	2008
PIM.2.1.03. Habitat Restoration: Acres restored or enhanced to achieve habitat conditions consistent with management plans, program objectives, and consistent with applicable substantive and procedural requirements of State and Federal water law.					
Wetland acres restored	729 1 527.50	8 1 500	8 1 500	8 1 500	8 1 500
PIM.2.1.04. Habitat Restoration: Stream / shoreline miles restored or enhanced to achieve habitat conditions consistent with management plans, program objectives, and consistent with applicable substantive and procedural requirements of State and Federal water law.					
Instream miles restored	3 25 1 10	7 25 2 10	2 25 2 10	2 25 2 10	2 25 2 10
Habitat Restoration: # of acres/miles re-opened to fish passage					
AcresMiles	1,015 53	70 32	80 32	80 30	80 30

DOI Intermediate Measure / FWM Performance Measure	2004	2005	2006	2007	2008
PIM.2.1.05. Invasive Species: Prevention: Number of new invasive species detected and invasions prevented through monitoring and regulation of known invasion pathways and vectors					
PIM.2.1.06. Invasive Species: Early Detection: Number of new localized infestations of known or suspected invasive species that are detected and assessed					
PIM.2.1.07. Invasive Species: Rapid Response: Percent of new invasive species infestations for which assessments are completed and response actions are initiated before infestation escapes original infestation area					
PIM.2.1.08. Invasive Species: Control/Management: Percent of infested acres and percent of populations of invasive organisms that are managed for containment or eradication	6/500 pops.	6/500 pops.	6/500 pops.	6/500 pops.	6/500 pops.
Supporting Workload/Activities/Outputs	2004	2005	2006	2007	2008
Habitat Restoration: # of fish passage barriers removed or bypassed	20	19			
Invasive Species: Prevention: # ballast water technologies evaluated					
Invasive Species: Prevention: # risk assessments conducted	1	1			
Invasive Species: Prevention: # outreach/education activities for prevention	5	5			
Invasive Species: Early Detection: # surveys conducted for early detection	3	3			
Invasive Species: Rapid Response: # of populations (plant or animal) rapidly responded to	4	4			
Invasive Species: Control/Management: # aquatic invasive species managed/controlled	3	3			
Invasive Species: Control/Management: # Outreach/education activities supporting Control/Management	9	9			

DOI Intermediate Strategy: PIO.2.2. Manage populations to self-sustaining levels for specific species						
DOI Intermediate Measure / FWM Performance Measure	2004	2005	2006	2007	2008	
PIM.2.2.02. Manage Harvests: % of harvested populations managed to desired population condition as defined in approved management plans	16/35	16/35	16/35	15/35	16/35	
PIM.2.2.04. Meet species-specific international obligations: Percent of species under international treaty, over which DOI has significant management authority, which are in desired population condition, as defined in approved management plans	6/21	6/21	6/21	6/21	7/21	
PIM.2.2.05. Meet species-specific international obligations: Number of such species which benefit from improved conservation efforts	21	21	21	21	21	
Supporting Workload/Activities/Outputs	2004	2005	2006	2007	2008	
# of populations managed for subsistence fishery harvest	0	0				
DOI Intermediate Strategy: PIO.2.3. Improve info	rmation and asse	ssments used fo	r decision-makin	g		
DOI Intermediate Measure / FWM Performance Measure	2004	2005	2006	2007	2008	
PIM.2.3.01. Status and Trends: % of populations managed or influenced by DOI for which current condition (e.g., quantity and quality) and trend is known	46/159	46/159	46/159	44/159	45/159	
Management Planning: % of watersheds supporting listed or depleted populations under DOI authority or influence with approved watershed plans	35/106	42/106	49/106	47/106	52/106	
Management Planning: % of populations under DOI authority or influence with approved management plans	47/52	47/52	47/52	40/52	40/52	
Habitat Assessment: % of watersheds supporting listed or depleted populations under DOI authority or influence with current habitat assessments, as called for in approved plans	31/103	35/103	41/103	46/103	51/103	
Technical Assistance: % of technical assistance requests fulfilled on DOI managed and influence lands and waters	451/574	505/626	515/631	521/632	530/639	
Supporting Workload/Activities/Outputs	2004	2005	2006	2007	2008	
Management Planning: # of management plans in development, completed, or revised	23	23				
Biological Opinions: % of Reasonable and Prudent Alternatives implemented.	14/27	14/27				
Status and Trends: # of population assessments completed	172	145				
Status and Trends: # surveys conducted for baseline/trend information (invasive species)	6	4				

Supporting Workload/Activities/Outputs	2004	2005	2006	2007	2008
Status and Trends: # information transfers supported (invasive species)	20	20			
Habitat Assessment: # of habitat assessments completed	32	26			
Habitat Assessment: # miles of in-stream and riparian habitat assessed	234	198			
Habitat Assessment: # acres of wetland and upland habitat assessed	112	72			
Technical Assistance: # of aquatic outreach and education events	89	92			
Forge Effective Partnerships: # National public awareness campaigns conducted (invasive species)					
Forge Effective Partnerships: # state/interstate ANS plans supported	4	5			
Forge Effective Partnerships: # partnerships (invasive species)	19	19			
DOI Strategic Goal: Serving Communities					
DOI End Outcome Goal: SEO.3. Fulfill Indian trus	st responsibilities				
DOI Intermediate Strategy: SIO.3.3. Improve man	nagement of land	and natural reso	urce assets		
DOI Intermediate Measure / FWM Performance Measure	2004	2005	2006	2007	2008
Technical Assistance: # of training sessions	15	16	16	16	16
Technical Assistance: % of technical assistance requests fulfilled on Tribal lands and waters	321/352	322/352	324/354	324/354	330/361
# of new or modified cooperative agreements or Intergovernmental Personnel Act Agreements	25	25	26	11	11
# of Tribal consultations	28	44	44	44	44

Appendix B: Program Performance Summary Hatchery Operations and Maintenance

Program Performance Summary - Hatchery Operations and Maintenance

(Report percentages as numerator and denominator.

Each measure is more clearly defined in the Regional Strategic Plan Guidelines.)

DOI Strategic Goal: Resource Protection						
DOI End Outcome Goal: PEO.1. Improve the hea influenced in a manner consistent with obligations r				es that are DOI n	nanaged or	
DOI End Outcome Measure	2004	2005	2006	2007	2008	
PEM.1.08. Water quality: Surface waters - % of surface waters managed by DOI that meet EPA approved water quality standards PEM.1.09. Water quality: Surface waters - % of surface waters influenced by DOI that meet EPA approved water quality standards						
DOI Intermediate Strategy: PIO.1.1. Restore and	maintain proper t	function to waters	sheds and landso	capes		
DOI Intermediate Measure / NFHS Performance Measure	2004	2005	2006	2007	2008	
PIM.1.1.14. Water pollution: % DOI facilities in cor	mpliance with NP	DES permits				
% of NFHS stations that meet environmental requirements for effluent as defined by Federal, Tribal, and State law	22/22	21/22	21/22	21/22	21/22	
% DOI watershed units with current wild fish health surveys	156/5,469	174/5,469	190/5,469	208/5,469	224/5,469	
DOI End Outcome Goal: PEO.2. Sustain biologic consistent with obligations regarding the allotment at		n DOI managed a	and influenced la	nds and waters in	a manner	
DOI End Outcome Measure	2004	2005	2006	2007	2008	
PEM.2.01. % of species of management concern to others, as defined in approved management plans PEM.2.02. % of threatened or endangered species PEM.2.03. % of candidate species where listing is Intermediate Strategy: PIO.2.2. Manage population	listed a decade o unnecessary as a	r more that are s result of conser	tabilized or improvation actions or	ved		
		ing levels for sp	ecific species			
DOI Intermediate Measure / NFHS Performance Measure	2004	2005	2006	2007	2008	
DOI Intermediate Measure /	2004	2005	2006			
DOI Intermediate Measure / NFHS Performance Measure	2004	2005	2006			
DOI Intermediate Measure / NFHS Performance Measure PIM.2.2.01. Population enhancement or reintroduce % of Recovery Plan production tasks	2004 tion: % of planned	2005 d enhancement /	2006 reintroduction ob	jectives complete	ed	
DOI Intermediate Measure / NFHS Performance Measure PIM.2.2.01. Population enhancement or reintroduce % of Recovery Plan production tasks implemented % of applied science and technology tasks	2004 tion: % of planned 8/8	2005 d enhancement /	2006 reintroduction ob	jectives complete	ed 7/8	
DOI Intermediate Measure / NFHS Performance Measure PIM.2.2.01. Population enhancement or reintroduce % of Recovery Plan production tasks implemented % of applied science and technology tasks implemented as prescribed by Recovery Plans % of post-stocking survival targets met, as prescribed by Recovery Plans, for hatchery	2004 tion: % of planned 8/8 21/44	2005 d enhancement / 7/8 20/44	reintroduction ob 7/8 20/44	jectives complete 7/8 16/44	7/8 5/44	
DOI Intermediate Measure / NFHS Performance Measure PIM.2.2.01. Population enhancement or reintroduce % of Recovery Plan production tasks implemented % of applied science and technology tasks implemented as prescribed by Recovery Plans % of post-stocking survival targets met, as prescribed by Recovery Plans, for hatchery propagated listed species % of Fishery Management Plan production tasks	2004 tion: % of planner 8/8 21/44 1/1	2005 d enhancement / 7/8 20/44 1/1	2006 reintroduction ob 7/8 20/44	jectives complete 7/8 16/44 1/1	5/44 1/1	
DOI Intermediate Measure / NFHS Performance Measure PIM.2.2.01. Population enhancement or reintroduce % of Recovery Plan production tasks implemented % of applied science and technology tasks implemented as prescribed by Recovery Plans % of post-stocking survival targets met, as prescribed by Recovery Plans, for hatchery propagated listed species % of Fishery Management Plan production tasks implemented % of applied science and technology tasks implemented as prescribed by Fishery	2004 tion: % of planner 8/8 21/44 1/1 86/86	2005 d enhancement / 7/8 20/44 1/1 80/80	2006 reintroduction ob 7/8 20/44 1/1 81/81	jectives complete 7/8 16/44 1/1 81/81	5/44 1/1 81/81	
DOI Intermediate Measure / NFHS Performance Measure PIM.2.2.01. Population enhancement or reintroduce % of Recovery Plan production tasks implemented % of applied science and technology tasks implemented as prescribed by Recovery Plans % of post-stocking survival targets met, as prescribed by Recovery Plans, for hatchery propagated listed species % of Fishery Management Plan production tasks implemented % of applied science and technology tasks implemented as prescribed by Fishery Management Plans % of post-stocking survival targets met, as prescribed by Fishery Management Plans, for	2004 tion: % of planner 8/8 21/44 1/1 86/86 6/13	2005 d enhancement / 7/8 20/44 1/1 80/80 8/15	2006 reintroduction ob 7/8 20/44 1/1 81/81 8/15	jectives complete 7/8 16/44 1/1 81/81 8/15	7/8 5/44 1/1 81/81	
DOI Intermediate Measure / NFHS Performance Measure PIM.2.2.01. Population enhancement or reintroduce % of Recovery Plan production tasks implemented % of applied science and technology tasks implemented as prescribed by Recovery Plans % of post-stocking survival targets met, as prescribed by Recovery Plans, for hatchery propagated listed species % of Fishery Management Plan production tasks implemented % of applied science and technology tasks implemented as prescribed by Fishery Management Plans % of post-stocking survival targets met, as prescribed by Fishery Management Plans, for hatchery propagated depleted species % of marking and tagging targets met, as	2004 tion: % of planned 8/8 21/44 1/1 86/86 6/13	2005 d enhancement / 7/8 20/44 1/1 80/80 8/15	2006 reintroduction ob 7/8 20/44 1/1 81/81 8/15	jectives complete 7/8 16/44 1/1 81/81 8/15	7/8 5/44 1/1 81/81 9/17	

			cision-making		
DOI Intermediate Measure / NFHS Performance Measure	2004	2005	2006	2007	2008
PIM.2.3.01. Status and Trends: % of populations of quality) and trend is known PIM.2.3.03. Shared data: % of DOI databases with PIM.2.3.05. Quality: % of biological research studie PIM.2.3.06. Facilities condition: Conservation and b	species informat s validated throug	ion that is availat gh appropriate pe	ole throughout DC eer review	I and our partne	rs
Share # of new applied aquatic scientific and technologic tools with partners	29	25	22	13	13
# of technical sections of new animal drug applications submitted for fish and aquatic populations					
# of new techniques and culture technology tools developed	24	23	20	10	10
Facilities Condition: % of equipment and indirect infrastructure supporting assets (maintenance and administrative buildings; safety and effluent properties) maintained in fair or better condition as measured by the DOI FCI, using total repair and replacement values.	45,367,009/ 437,597,805	46,445,832/ 558,391,321	49,694,134/ 609,824,521	54,881,674/ 674,930,353	61,289,375/ 696,285,702
Facilities Condition: % of NFHS stations with completed Condition Assessments	13/28	17/28	21/28	25/28	28/28
DOI End Outcome Goal: PEO.3. Protect cultural a	and natural herita	ge resources			
DOI End Outcome Measure	2004	2005	2006	2007	2008
PEM.3.01. Cultural resources: % of cultural property	ties and collection	ns on DOI invento	ory in good or sta	ble condition	
DOI Intermediate Strategy: PIO.3.1. Increase known	owledge base of c	ultural and natur	al heritage resoui	ces managed or	influenced by
DOI Intermediate Measure / NFHS Performance Measure	2004	2005	2006	2007	2008
PIM.3.1.01. DOI cultural and natural heritage resound pIM.3.1.02. DOI cultural and natural heritage resound facilities					nuseum
% historic and prehistoric properties inventoried	1/1	1/1	1/1	1/1	1/1
% museum and paleo collections catalogued in					
DOI museum facilities.					
	radation and prote	ect cultural and n	atural heritage re	sources	
DOI museum facilities.	radation and prote	ect cultural and n	atural heritage re	sources	2008
DOI museum facilities. DOI Intermediate Strategy: PIO.3.3. Reduce degr	2004	2005	2006	2007	
DOI museum facilities. DOI Intermediate Strategy: PIO.3.3. Reduce degr DOI Intermediate Measure	2004 eontological colle	2005 ctions in DOI mu	2006	2007 es stabilized/cura	
DOI museum facilities. DOI Intermediate Strategy: PIO.3.3. Reduce degr DOI Intermediate Measure PIM.3.3.02. Stabilize/curate: % of museum and pale	2004 eontological colle	2005 ctions in DOI mu	2006	2007 es stabilized/cura	
DOI museum facilities. DOI Intermediate Strategy: PIO.3.3. Reduce degrated DOI Intermediate Measure PIM.3.3.02. Stabilize/curate: % of museum and palabol Intermediate Strategy: PIO.3.4. Increase par DOI Intermediate Measure /	2004 eontological collectnerships, volunte 2004 eeholder satisfacti	2005 ctions in DOI mu eer opportunities, 2005 ion with stewards	2006 seeum and facilitie and stakeholder 2006 ship of DOI mana	2007 es stabilized/cura satisfaction 2007 ged or influenced	2008

DOI Strategic Goal: Recreation					
DOI End Outcome Goal: REO.2. Ensure a quality partnered lands and waters	experience and e	enjoyment of nat	ural and cultural r	esources on DO	managed or
DOI End Outcome Measure	2004	2005	2006	2007	2008
REM.2.01. Satisfaction with the quality of sporting AREM.2.03. Satisfaction with the quality of education REM.2.04. Satisfaction with the quality of informatic REM.2.05. Satisfaction with the quality of facilities of	nal experiences on experiences	nces			
DOI Intermediate Strategy: RIO.2.1. Enhance the	e quality of recrea	tion opportunities	S		
DOI Intermediate Measure / NFHS Performance Measure	2004	2005	2006	2007	2008
RIM.2.1.01. Facilities condition: Facilities are in fai	r or better condition	on as measured	by the Facilities C	Condition Index	
% of mitigation production targets met NOTE: no DOI intermediate outcome measure associated with performance measure	22/26	24/26	24/26	24/26	24/26
Index of productivity for rainbow trout production cost/lb, adjusted for inflation and quality, as an efficiency measure for recreation					
# of recreational angler days provided as a result of NFHS production	1,699,318	1,703,043	1,703,768	1,704,493	1,705,218
DOI Intermediate Strategy: RIO.2.2. Provide effe	ctive interpretation	n and education	programs		
DOI Intermediate Measure / NFHS Performance Measure	2004	2005	2006	2007	2008
RIM.2.2.01. Facilitated programs: # of visitors serv	ed by facilitated p	orograms			
# of visitors to NFHS facilities	290,948	293,338	301,113	312,907	321,483
DOI Strategic Goal: Serving Communities					
DOI End Outcome Goal: SEO.3. Fulfill Indian trus	st responsibilities				
DOI End Outcome Measure	2004	2005	2006	2007	2008
SEM.3.05. Indian self-governance and self-determ	ination: % of India	an assets manag	jed by Tribes that	seek to do so	
DOI Intermediate Strategy: SIO.3.1. Improve Indi	an trust beneficia	ry services			
DOI Intermediate Measure / NFHS Performance Measure	2004	2005	2006	2007	2008
SIM.3.1.02. Responsiveness: Responsiveness of I	OOI to Tribal and	individual trust o	oncerns and nee	ds (avg. score)	
% of agreements fulfilled for Tribal Trust responsibilities	22/22	22/22	22/22	22/22	22/22

Appendix C: Performance Measure Linkage to Pacific Region Tasks

Appendix C: DOI Performance Measures Linkage to Pacific Region Tasks

National Vision Plan Objectives	DOI Performance Measures	Region 1 SDP Tasks
Native Species		
2.1. Recover fish and other aquatic resource populations protected under the <i>Endangered Species Act</i> .	Fish and Wildlife Management a. By September 30, 2008, stabilize or improve 13/18 of threatened and endangered species listed a decade or more.	3.1.4
species Aci.	b. By September 30, 2008, complete Recovery Plans for X% of listed fish and other aquatic resource populations.	3.1.2, 3.1.3
	c. By September 30, 2008, assess current condition (e.g. quantity and quality) and trends for X% of listed fish and other aquatic resource populations.	3.1.4
	d. By September 30, 2008, fulfill X% of requests for endangered species technical assistance on DOI managed and influenced lands and waters.	3.1.4, 3.1.5
	National Fish Hatchery System e. By September 30, 2008, implement 7/8 of NFHS recovery production tasks as prescribed in approved Recovery Plans.	5.2.4, 7.2.3, 7.3.1
	f. By September 30, 2008, meet 1/1 of post-stocking survival targets, prescribed by approved Recovery Plans, for hatchery propagated listed species.	5.2.2, 7.3.2
	g. By September 30, 2008, meet X% of marking and tagging targets, as prescribed by approved Recovery Plans.	5.1.4, 5.2.2, 5.2.3, 7.3.2

National Vision Plan Objectives	DOI Performance Measures	Region 1 SDP Tasks
2.2. Restore declining fish and other aquatic resource populations before they require listing under the	Fish and Wildlife Management a. By September 30, 2008, implement conservation actions or agreements to prevent the listing of 3/5 of candidate species.	3.2.1, 3.2.2, 3.2.3
Endangered Species Act.	b. By September 30, 2008, complete restoration plans for X% of declining fish and other aquatic resource populations.	3.2.1, 3.2.2
	c. By September 30, 2008, assess current condition (e.g. quantity and quality) and trends for 44/159 of declining fish and other aquatic resource populations.	3.2.2
	National Fish Hatchery System d. By September 30, 2008, implement 81/81of production tasks as prescribed in approved Fishery Management Plans.	5.2.4, 5.2.5, 7.3.2
	e. By September 30, 2008, meet 18/18 of post-stocking survival targets, prescribed by approved Fishery Management Plans, for hatchery propagated depleted species.	5.2.2, 5.2.3, 7.3.2
	f. By September 30, 2008, manage 1fish and other aquatic populations in refugia.	7.2.3
	g. By September 30, 2008, meet 58/60 of marking and tagging targets, as prescribed by approved Fishery Management Plans.	3.2.4
2.3 Maintain diverse, self-sustaining fish and other aquatic resource populations.	Fish and Wildlife Management a. By September 30, 2008 manage 19/42 of species of management concern to sustainable levels, in cooperation with affected States and others, as defined in approved	3.2.1, 3.2.2
	management plans. b. By September 30, 2008, complete 23 management plans of self-sustaining fish and other aquatic resource populations.	3.2.1, 3.2.2
	c. By September 30, 2008 assess current condition (e.g. quantity and quality) and trends for 145 sustainable fish and other aquatic resource populations.	3.1.4
Aquatic Nuisance Spec	cies	

National Vision Plan Objectives	DOI Performance Measures	Region 1 SDP Tasks
2.4 Prevent new introductions of aquatic nuisance species.	a. By September 30, 2008,take actions to limit the number of new aquatic nuisance species populations to X% above baseline.	4.2.2, 4.2.4
2.5 Minimize range expansion and population growth of established aquatic	a. By September 30, 2008, limit the number of acres infested with aquatic nuisance species to X% above baseline.	4.1.3, 4.2.2
nuisance species.	b. By September 30, 2008, complete X% of new invasive species infestation assessments and initiate Y% of response actions before infestation escapes original infestation area.	4.1.5, 4.2.1, 4.2.2, 4.2.4
	c. By September 30, 2008, manage for containment or eradication 6/500 of populations of aquatic nuisance species.	4.2.1, 4.2.2, 4.2.3, 4.2.4
Interjurisdictional Fisl	neries	
2.7 Co-manage interjurisdictional fisheries.	Fish and Wildlife Management a. By September 30, 2008, manage 16/35% of harvested populations to desired population conditions as defined in approved management plans. b. By September 30, 2008, fulfill 530/639% of requests for interjurisdictional fisheries technical assistance on DOI managed and influenced lands and waters.	5.1.4, 5.1.5 5.1.4, 5.1.5
2.8 Support, facilitate, and/or lead collaborative approaches to manage interjurisdictional fisheries.	Fish and Wildlife Management a. By September 30, 2008, complete management plans for X% of interjurisdictional fish populations. b. By September 30, 2008, assess current condition (e.g. quantity and quality) and trends for X% of interjurisdictional fish populations.	5.1.4, 5.1.5 5.1.4, 5.1.5
Recreational Fishing		

National Vision Plan Objectives	DOI Performance Measures	Region 1 SDP Tasks
3.1 Enhance recreational fishing opportunities on Service and Department of Defense lands.	Fish and Wildlife Management a. By September 30, 2008, fulfill X% of requests for technical assistance on Service and Department of Defense lands. National Fish Hatchery System b. By September 30, 2008, provide 1,705,218 of	6.1.1, 6.1.2, 6.1.4
3.2 Provide support to States, Tribes, and other partners to identify and meet shared or complementary recreational fishing and aquatic education and outreach objectives.	Fish and Wildlife Management a. By September 30, 2008, fulfill X% of requests for technical assistance to States, Tribes, and other partners.	6.2.1, 6.2.2
3.3 Recognize and promote the value and importance of recreational fishery objectives in implementation of other Service responsibilities.	 National Fish Hatchery System a. By September 30, 2008, serve 321,483 visitors at NFHS facilities. b. By September 30, 2008, achieve X index of productivity for rainbow trout production cost/lb, adjusted for inflation and quality, as an efficiency measure for recreation. 	6.3.2, 6.3.3
Mitigation Fisheries		
3.5 Meet the Service's responsibilities for mitigating fisheries at federally-funded water projects.	National Fish Hatchery System a. By September 30, 2008, meet 24/26 of mitigation plan fish production targets.	7.3.1

National Vision Plan Objectives	DOI Performance Measures	Region 1 SDP Tasks
4.1 Provide technical assistance to Tribes.	 Fish and Wildlife Management a. By September 30, 2008, fulfill 330/361of requests for technical assistance on tribal lands. b. By September 30, 2008, complete 16 training sessions. c. By September 30, 2008, develop or modify 11 cooperative or Intergovernmental Personnel Act agreements. 	8.1.1, 8.1.2, 8.1.3, 8.1.4 8.1.5, 8.1.6 8.3.4
4.3 Provide fish for Tribal resource management.	National Fish Hatchery System a. By September 30, 2008, fulfill 22/22 of Tribal Trust agreements.	8.2.1, 8.2.3
4.4 Recognize and promote the Service's distinct obligations toward Tribes within the Fisheries Program.	Fish and Wildlife Management a. By September 30, 2008, complete 44 Tribal consultations.	8.3.2, 8.3.3
Leadership in Science	and Technology	

National Vision Plan Objectives	DOI Performance Measures	Region 1 SDP Tasks
5.2 Develop and share applied aquatic scientific and technologic tools with partners.	 National Fish Hatchery System a. By September 30, 2008, implement 9/17 of applied science and technology tasks as prescribed by Recovery Plans. b. By September 30, 2008, implement 9/47 of applied science and technology tasks as prescribed by Fishery Management Plans. c. By September 30, 2008, 224/5,469 of DOI watershed units will have current wild fish health surveys. d. By September 30, 2008, develop 10 new techniques and culture technology tools. 	9.1.1, 9.1.2, 9.1.6, 9.1.7, 9.3.2 9.1.1, 9.1.2, 9.1.6, 9.1.7, 9.3.2 9.1.8, 9.3.1, 9.3.2
	e. By September 30, 2008, share 13 new applied aquatic scientific and technologic tools with partners	9.1.1, 9.1.2, 9.1.5, 9.1.6, 9.1.7,
	f. By September 30, 2008, submit 0% of technical sections of new animal drug applications for fish and aquatic populations.	9.1.8 9.1.3, 9.1.4, 9.1.8, 9.2.1, 9.2.2, 9.2.3, 9.2.4, 9.3.2

Aquatic Habitat Conservation and Management

National Vision Plan Objectives	DOI Performance Measures	Region 1 SDP Tasks	
6.1 Facilitate management of aquatic habitats on national and regional scales.	Fish and Wildlife Management a. By September 30, 2008, enhance or restore 500 upland acres, 8 wetland acres, 12 riparian miles, and 27 stream miles of habitat to achieve habitat conditions consistent with management plans. b. By September 30, 2008, complete management plans for 40/52 of watersheds supporting listed or depleted populations under DOI authority or influence. c. By September 30, 2008, complete current habitat assessments for 51/103 of watersheds supporting listed or depleted populations under DOI authority or influence.	10.1.2, 10.1.5 10.1.1, 10.1.3 10.1.4	
6.2 Expand the use of Fisheries Program expertise to avoid, minimize or mitigate impacts of habitat alteration on fish and other aquatic species.	Fish and Wildlife Management a. By September 30, 2008, open 80 acres and 30 miles of aquatic habitat to fish passage.	10.2.3, 10.2.7	
6.3 Increase the quantity and improve the quality of aquatic and riparian habitat on Service lands.	Fish and Wildlife Management a. By September 30, 2008, enhance or restore W upland acres, X wetland acres, Y riparian miles, and Z stream miles of habitat on Service lands to achieve habitat conditions consistent with Comprehensive Conservation Plans.	10.3.1, 10.3.3, 10.3.4	
	National Fish Hatchery System b. By September 30, 2008, 21/22 of NFHS stations will meet environmental requirements for effluent as defined by Federal, State, and Tribal law.	10.4.1, 10.4.2	
Workforce Management			
7.3 Provide employees with access to facilities and equipment needed to effectively, efficiently and safely perform their jobs.	National Fish Hatchery System a. By September 30, 2008, 23/29 of field stations will have a calculated Facility Condition Index (based on completed Condition Assessments).	11.3.1	